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Please see attached.

Additional Details

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31/12/2022

Attachments

[SBS Transit Ltd - Sustainability Report 2022.pdf](#)

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EYE ON THE FUTURE

**SUSTAINABILITY
REPORT**

2022

**ABOUT
THIS REPORT**

SBS TRANSIT LTD (THE COMPANY) IS PLEASED TO SHARE OUR LATEST ANNUAL SUSTAINABILITY REPORT THAT DOCUMENTS OUR JOURNEY AND PROGRESS ACROSS ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) ASPECTS. THE REPORT PROVIDES AN OVERVIEW OF THE COMPANY'S SUSTAINABILITY AMBITIONS, ACTIVITIES AND PERFORMANCE FOR THE FINANCIAL YEAR ENDED ON 31 DECEMBER 2022.

SBS TRANSIT UNDERSTANDS THE URGENCY OF ACTING ON CLIMATE CHANGE AND AS A PUBLIC TRANSPORT OPERATOR, WE RECOGNISE OUR ROLE IN FOSTERING THE TRANSITION TOWARDS A LOW-CARBON TRANSPORT SYSTEM IN SINGAPORE. WE ARE THUS COMMITTED TO DELIVERING LONG-TERM SUSTAINABLE VALUE WITH POSITIVE IMPACT TO OUR SOCIETY.

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REPORTING FRAMEWORK

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The GRI Content Index can be found on pages 97-101.

We are aligned to the SGX Core Metrics and the Sustainability Accounting Standards Board (SASB), Road and Rail Standard as summarised in the SASB Disclosure Index that can be found on pages 102-103.

We are committed to the 10 principles of the United Nations Global Compact under our parent company, ComfortDelGro Corporation Limited (ComfortDelGro), which is a signatory. Additionally, we are committed to the United Nations Sustainable Development Goals (UN SDGs).

PUBLICATION DATE

This Sustainability Report is published on 30 March 2023 and is available on our website at www.sbstransit.com.sg. The report encompasses our sustainability performance and relevant ESG considerations for the financial year 2022, from 1 January 2022 to 31 December 2022. The Sustainability Report supplements SBS Transit's Annual Report 2022 for the same period, which can also be found on our website.

ASSURANCE

ComfortDelGro Group Internal Audit has performed an internal review on the compliance with the relevant policies, processes and internal controls pertaining to the data disclosed within the Sustainability Report for the financial year 2022. The audit recommendations through the internal review were taken into consideration during the development of the Sustainability Report. SBS Transit did not seek external assurance within this reporting cycle. However, we intend to do so in the future.

FEEDBACK

We welcome your comments and feedback on our Sustainability Report as we progress on our sustainability journey. Please contact us at SBS Transit Customer Care at 1800-287 2727 or customercare@sbstransit.com.sg

RESTATEMENT OF INFORMATION

We have restated our 2021 environmental data (i.e. emissions, fuel, electricity consumption) in this Sustainability Report due to an improvement in our data collection methodologies and with more accurate data obtained. As a result, our Scope 1 emissions have increased by 6.3% as compared to the level of emissions reported in financial year 2021 due to the inclusions of refrigerants in our GHG inventory. Our Scope 2 emissions only resulted in a minimal change of a 0.6% increment as compared to the level of emissions previously report due more accurate energy consumption figures.

MEMBERSHIP OF ASSOCIATION

SBS Transit has affiliated memberships with the following:

- UITP (International Association of Public Transport)
- Intelligent Transportation Society (ITS) Singapore
- Singapore Human Resource Institute
- Singapore National Employers Federation
- Singapore Business Federation
- Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP)

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ABOUT SBS TRANSIT LTD

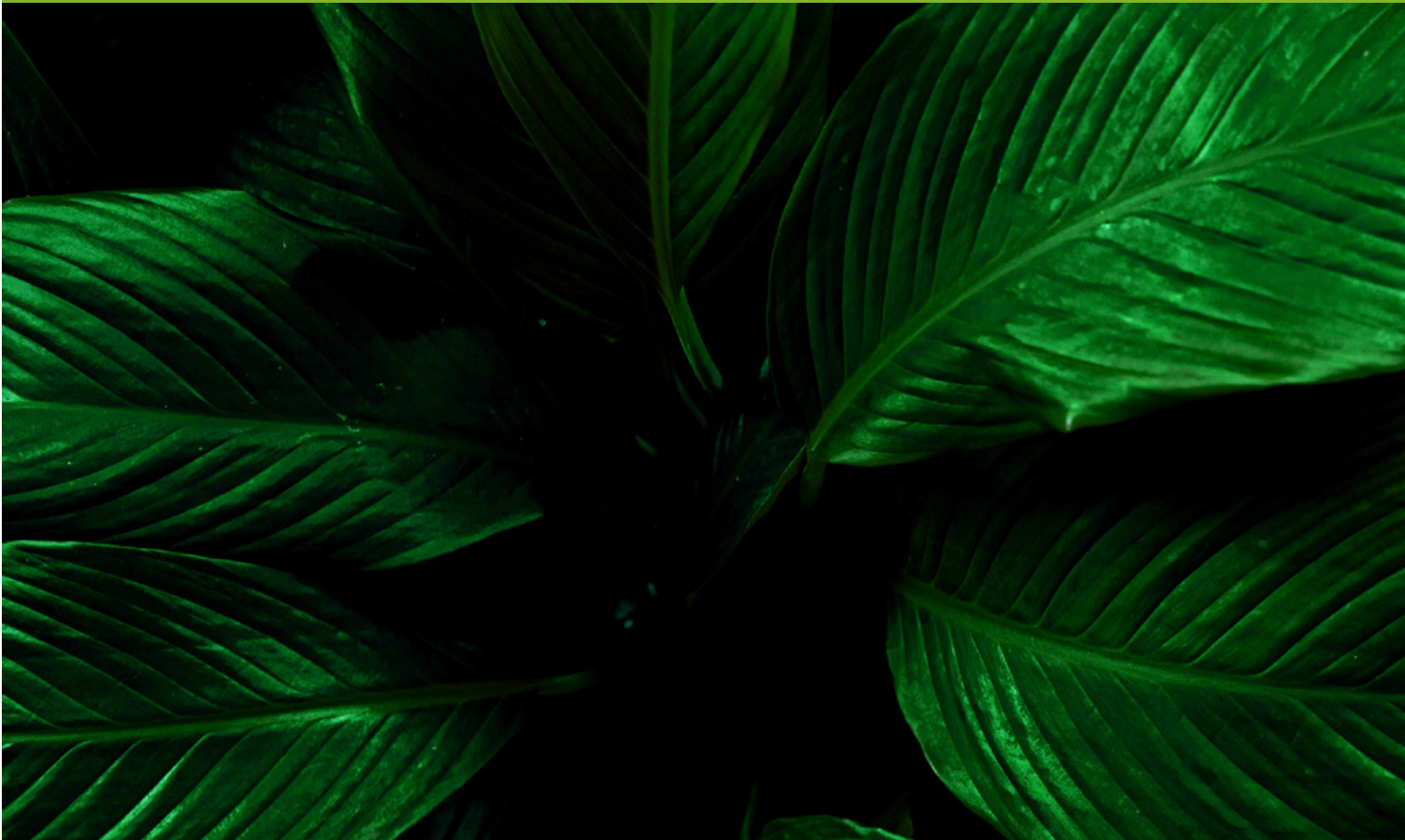
SBS Transit Ltd (formerly known as Singapore Bus Services "SBS") was formed through the merger of three bus companies in 1973, with the aim of enhancing the standards of the bus transportation system in Singapore. By 1978, we were listed on the Singapore Exchange (SGX) as Singapore Bus Service. In 2001, we rebranded as SBS Transit to reflect our bimodal status as both a bus and rail operator when we won the licence to operate the North East Line (NEL) – Singapore's third Mass Rapid Transit (MRT) system.

In 2003, the Comford Group and the DelGro Group merged to form ComfordDelGro Corporation – one of the world's largest land transport companies. With this merger, SBS Transit became a member of the ComfordDelGro Group where it is able to leverage the Group's extensive resources, expertise, and knowledge to effect higher levels of service, reliability, and comfort for our Singapore commuters.

As the biggest public bus operator in Singapore, we strive to provide world-class public transport services that are efficient, safe and reliable, inclusive and customer-centric. Today, we operate 218 bus services in Singapore with a fleet of over 3,500 buses comprising single decks, double decks, and articulated buses. All are wheelchair-accessible with nine in 10 buses rated Euro 5 and above which minimise environmental pollution. We also operate 56 green buses comprising 31 fully electric and 25 diesel-hybrid ones.

Additionally, SBS Transit also manages two of Singapore's six MRT lines – the NEL, which is the world's first fully automated, underground, driverless system, and the Downtown Line (DTL). SBS Transit also operates the Sengkang and Punggol Light Rail Transit (SPLRT) systems.

We carry some three million passengers on our extensive bus and rail network daily, but we believe in being more than just a people mover. We believe in the journey, not just the destination. Therefore, we have invested extensively in technology and training to constantly improve and upgrade our workforce and operations to remain relevant and keep abreast in the fast-changing transportation industry.



**OUR
VISION**

**MOVING PEOPLE IN A SAFE,
RELIABLE, AND AFFORDABLE WAY.**

**OUR
MISSION**

**TO ACHIEVE EXCELLENCE FOR OUR
CUSTOMERS, EMPLOYEES, SHAREHOLDERS,
AND COMMUNITY. TO THIS END, WE ARE
COMMITTED TO DELIVERING SAFE AND
RELIABLE SERVICES AT AFFORDABLE PRICES,
BEING AN EMPLOYER OF CHOICE, CREATING
SIGNIFICANT SHAREHOLDER VALUE AND
BECOMING A SOCIALLY RESPONSIBLE
CORPORATE ROLE MODEL.**

**CORE
BELIEFS**

**TO ACHIEVE OUR VISION AND MISSION,
WE ARE GUIDED BY THE FOLLOWING BELIEFS:**

- Be driven by our customers' needs
- Strive for excellence in everything we do
- Act with integrity at all times
- Treat people with fairness and respect
- Maintain safety as a top priority
- Collaborate with our partners for a win-win outcome
- Give our shareholders a reasonable return





MESSAGE
FROM THE
CHAIRMAN
AND GROUP CEO



BOB TAN BENG HAI
CHAIRMAN



JEFFREY SIM VEE MING
GROUP CHIEF EXECUTIVE OFFICER

2022 was a year in recovery with the lifting of most COVID-19 restrictions. Pre-pandemic normalcy has started to return and public transport ridership increased after two years of depressed demand. Yet, throughout all this time, our commitment to and focus on sustainability have never waned as we made significant strides forward to help lay the foundation in our journey of environmental stewardship and corporate sustainability.

At SBS Transit, sustainability is integrated into our business strategy which realises greater, long-term, sustainable business value for our stakeholders who include our customers, employees, partners, and shareholders.

During the year in review, we revisited our materiality assessment to identify Environmental, Social and Governance (ESG) risks that are relevant to our business in accordance with the Global Reporting Initiative (GRI) 2021 standards. From this, we were able to sharpen our focus on the 10 key material topics across the three pillars of ESG.

Operating some 30,200 bus trips a day on average, we are highly cognisant of the impact of our business operations on the environment. While the Land Transport Authority (LTA) provides buses for use in operating bus services, we continue to work closely with them in their transition towards an entirely green fleet by 2040. To-date, we operate 56 green buses – 31 fully electric and 25 diesel-hybrid ones.

With our large operational scale, we also continue to support the LTA by participating in bus trials and offering feedback for consideration as they procure more green buses for fleet replacement. Currently, we are trialling two diesel-hybrid buses, which operate in emission-free electric mode at pre-defined zones on Sentosa Island, to assess their fuel efficiency and carbon savings over a six-month period.

Meanwhile, we continue to focus on other environmental aspects where we are in the position to directly influence the outcomes. In alignment with the Singapore Green Plan 2030, we establish sustainability goals and targets in emissions, energy, and resource efficiency.

MESSAGE FROM THE CHAIRMAN AND GROUP CEO

EMBRACING INCLUSIVENESS IN OUR COMMUNITY, WE ARE ENLARGING OUR EFFORTS TO HIRE PERSONS WITH DISABILITIES. CURRENTLY, WE HAVE SEVERAL OF THEM WHO WORK ON BOTH OUR FRONTLINE AND IN BACKEND SUPPORT ROLES. BY PROVIDING MEANINGFUL JOBS TO THEM, WE ARE CONFIDENT THAT THEY CAN DO WELL TO CONTRIBUTE TO OUR SUCCESS.

In 2022, we were able to sharply increase our total renewable energy output by 80% to 4.32GWh, compared to the baseline of 2.4 GWh in 2021. This was possible through the installation of 5,796 additional solar panels at the Downtown Line's (DTL) Gali Batu Depot. We are also working in tandem with the LTA to increase our renewable energy production with more solar panels to be installed at pre-determined locations to further reduce our carbon emission and reliance on fossil fuel.

Our MRT stations comply with the Singapore Standard SS530 for "Energy Efficiency for Building Services". Several energy-saving initiatives have been implemented and this included optimising the temperature of the air-conditioner chillers based on the recommendations of a detailed energy audit that was carried out. We also employed data analytics to optimise energy usage of the escalators, lifts and lightings in our stations. As a result, we were able to cut our overall electricity consumption by 3% in 2022.

At our multi-storey Soon Lee bus depot, we replaced the air conditioning system with a higher efficiency one that resulted in energy savings of over 50,000 kWh. Progressively, LED lightings are being used in our work areas and we expect to reduce energy consumption by up to 30%.

We also received the Water Efficient Building (Basic) Certification across our 87 bus and train premises from the PUB – the national water agency.

Notably, we formalised a workgroup structure to drive responsible consumption of energy and water and

reduce waste generation on the operational level. By appointing heads for each of the respective areas, who are empowered to measure and manage usage and institute changes, we are able to double down on our efforts. We commend the respective workgroups for their dedicated efforts in making a difference. For instance, in water consumption, we achieved a 1.3% reduction in 2022 despite the increase in our operating capacities as we exited from the COVID-19 slowdown.

In safety, we remained committed to providing a safe work environment for our people. Several safety time-out sessions were conducted with walkabouts involving management and supervisors. With safety as a key priority, we embraced a 'Just Culture' to encourage our staff to surface safety concerns and report safety risks and near-misses at their work premises. It also demonstrates joint responsibilities between Management and staff in keeping our workplaces safe.

With our continual focus on safety, we were able to meet the requirements of the Ministry of Manpower's newly issued Code of Practice that integrates workplace health and safety (WSH) practices into organisational processes and with clear responsibilities established for the CEO and Directors in improving safety and accountability for accidents at work.

We also persisted in our efforts to invest in the upskilling, training, and development of our employees. This enables us to maintain a competitive, highly skilled, and efficient workforce which ultimately results in better quality service to our customers.

Besides this, we value our people as our greatest assets and we believe that our organisation is only as good as the people we have. For this reason, we launched the Productivity Payment scheme to share the savings reaped from productivity initiatives with our employees, in consultation with the Union. This acknowledges their participation and contributions to our success and motivates them to take ownership to be resource efficient and innovative as we strive to be more effective and efficient in our operations. For the year, we shared two tranches of productivity savings that amounted to some \$10 million.

As an employer, we are absolutely heartened to be recognised as being among the best in Singapore in a study conducted by The Straits Times and Global data firm, Statista. We were the only public transport operator on the list. We were also named as one of the best companies to work for in Singapore. While we do not seek such recognition, they, however, do affirm that we are on the right track in how we manage and develop our people.

In customer care, we took a major step forward to promote and encourage the use of public transport particularly for people with disabilities. We firmly believe that public transport is for everyone and rolled out new initiatives to serve different disability groups with the objective of helping them to travel safely and with confidence.

Embracing inclusiveness in our community, we are enlarging our efforts to hire persons with disabilities. Currently, we have several of them who work on both our frontline and in backend support roles. By providing meaningful jobs to them, we are confident that they can do well to contribute to our success.



Importantly, with the governance pillar as the backbone of our sustainability strategy, we regularly review our policies for relevance and take further measures to fortify against threats and risks. Besides protecting our information and physical assets, we also make it a point to communicate to our employees that integrity and honesty are the bedrock of our business success and operations.

At the Singapore Corporate Awards, we were honoured to be presented with the prestigious Best Managed Board Award (Gold) and the Best Risk Management Award (Gold) in the mid-cap category for exemplary corporate governance practices.

Meanwhile, we have also commenced work to adopt the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in preparation to meet the regulatory requirements. Our inaugural report is expected to be published in 2023 ahead of the 2025 deadline.

We will continue to press forward and we believe that our actions will make a positive impact on our world and community. We thank our customers, employees, partners, and shareholders for their support and look forward to their continued support in our sustainability journey.

BOB TAN BENG HAI
CHAIRMAN

JEFFREY SIM VEE MING
GROUP CHIEF EXECUTIVE OFFICE

2022 IN REVIEW

REVENUE (\$S'000)

2022: \$1,515,311
2021: \$1,310,842
2020: \$1,230,947



GHG EMISSIONS (tCO₂e)

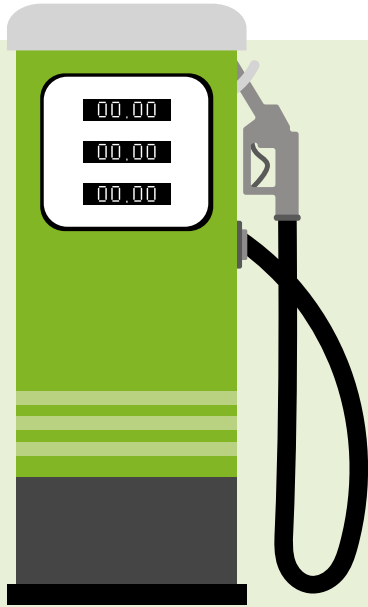
2022: 765,503
2021: 792,483¹
2020: 540,103



GHG INTENSITY (tCO₂e/\$m)

2022: 505.2
2021: 604.6²
2020: 438.8



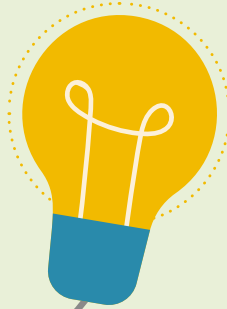


FUEL CONSUMPTION (L)

2022: 134,131,446
2021: 133,538,848
2020: 139,146,555

ELECTRICITY PURCHASED (kWh)³

2022: 408,298,271
2021: 420,974,535
2020: 423,723,537



WATER CONSUMPTION (MEGALITRES)

2022: 1,014
2021: 1,028
2020: 1,040

RENEWABLE ELECTRICITY GENERATED (kWh)

2022: 4,319,802
2021: 2,393,358
2020: 1,743,025



1 In 2022, we undertook a detailed assessment of our GHG inventory to include scope 3 emission from 2021
2 In 2022, we undertook a detailed assessment of our GHG inventory to include scope 3 emission from 2021
3 Excludes solar energy that SBS Transit generates and consumes

2022 IN REVIEW

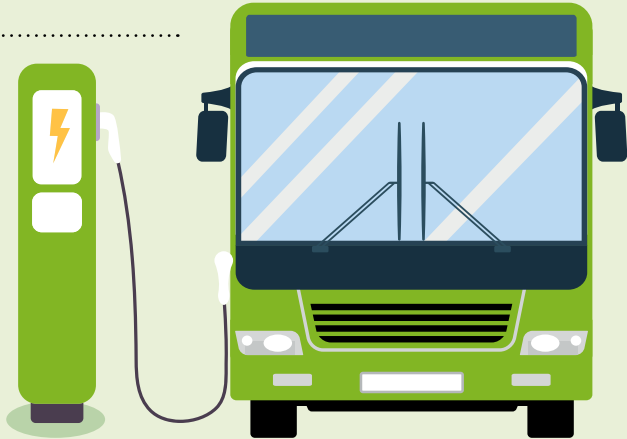
BUS FLEET 3,562



EURO 5 AND ABOVE
87%

DIESEL HYBRID/ ELECTRIC BUSES

2022: 56
2021: 55



ROAD SAFETY

	2021	2022
Number of accidents per 100,000km	0.1	0.1
Road fatalities	2	3

WORKPLACE INJURY RATE PER 100,000 EMPLOYED PERSONS	2021	2022
Bus	420.9	245.3
Rail	160.0	107.4

WORKPLACE SAFETY



100% WHEELCHAIR ACCESSIBLE BUSES

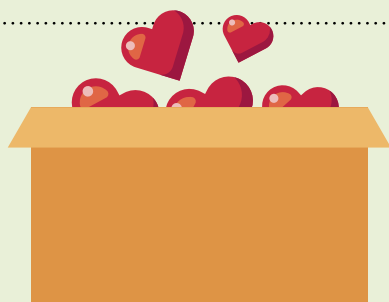
FEMALE EMPLOYEES

2022: 9.5%
2021: 9.6%



EMPLOYEE AGE > 50 YEARS OLD

2022: 38.0%
2021: 41.5%



DONATIONS

2022: \$565,600
2021: \$597,000

AWARDS AND ACHIEVEMENTS

ENVIRONMENT

- **Eco-office Recertification** by Singapore Environment Council
- Elite Award for 11 offices



- **Water Efficient Building (Basic) Certification** by Public Utilities Board ("PUB")
- Certified for 87 premises



SOCIAL

- **Straits Times Singapore's Best Employers 2022 (Top 200)**
- **HR Asia: Best Companies to work for 2022**
- **HR Asia: Digital Transformation Award 2022**
- **National Workplace Learning Certification Award (Platinum)**
- **Sliver Ribbon Mental Health Award for Employers**
- **Labour Movement's U Safe Champion Award**
- **Singapore Road Safety Award (Safe Driver Award Metric, Public Bus Fleet Award)**
- **Public Transport Safety and Security Award**
 - Excellence Award (Bedok Bus Package)
 - Merit Award (Jurong West Bus Package)
- **ISO 45001:2018 Certified Occupational Health and Safety Standards**
Operations and maintenance services for Bus, MRT and LRT



GOVERNANCE

- **Land Transport Excellence Awards 2022**
 - Innovative/Effective Safety Programme (Excellence)
 - Best Service Partner (Service Delivery) (Merit)
- **Singapore Corporate Awards**
 - Best Managed Board (Gold)
 - Best Risk Management (Gold)
 - Best Annual Report (Silver)
- **Securities Investors Association (Singapore) Investor's Choice Awards**
 - Shareholder Communication (Excellence)
 - Most Transparent Company (Industrials) (Runner Up)
- **Public Transport Safety and Security Award**
 - TOPSIS (Star)
- **National Safety & Security Watch Group**
 - Outstanding TOPSIS Organisational Award
- **ISO 22301:2019 Certified Business Continuity Management System**
 - Bus, MRT and LRT operations and services
- **ISO 9001:2015 Certified Quality Management System with consistent products and services**
 - Bus, MRT and LRT services
- **ISO 55001:2014 Certified Asset Management System**
 - Bus, MRT and LRT services



OUR APPROACH TO SUSTAINABILITY

AS A LEADING PUBLIC TRANSPORT SERVICE PROVIDER, WE AIM TO PROVIDE SINGAPORE'S COMMUTERS WITH A SAFE, RELIABLE, SUSTAINABLE, AND ACCESSIBLE WAY TO TRAVEL. TO DO SO, WE ARE DEDICATED TO REDUCING OUR IMPACT ON THE ENVIRONMENT, ENHANCING EMPLOYEE AND CUSTOMER SAFETY AND WELL-BEING, AND GIVING BACK TO THE COMMUNITY WHILE MAINTAINING THE ROBUSTNESS OF OUR GOVERNANCE SYSTEM AND PROTECTING OUR ASSETS.

OUR APPROACH TO SUSTAINABILITY

BOARD STATEMENT

As the leading public transport service provider in Singapore, our vision is to move people in a safe, reliable and affordable way. Importantly, we do this in a sustainable manner which is focused on minimising our impact on the environment, ensuring road, commuter and workplace safety, enhancing the well-being of our people and the community as well as upkeeping the robustness of our governance system and protecting our assets.

Our commitment to safeguarding the interests of our stakeholders for sustainable growth comes under the governance of the SBS Transit's Board of Directors, which has identified sustainability as a key pillar in our overall strategy. The Board considers ESG issues as part of our strategy formulation particularly in three distinct areas:

- (i) Driving environmental stewardship to enhance sustainability in Singapore
- (ii) Reinforcing our social responsibilities to our customers, employees and communities
- (iii) Ensuring ethical business and strong governance practices

As a public transport service provider, we are mindful that the delivery of our services has a direct impact on the environment. To this end, we work closely with the Land Transport Authority (LTA) to reduce our carbon footprint. We wholeheartedly support the LTA in its commitment to introduce greener buses, with the entire fleet of public buses running on cleaner energy by 2040. We embrace sustainability in our organisation by practising responsible consumption and production; and the Risk and Sustainability Steering Committee is responsible to drive change within the organisation for long term success.

We care for our people and the people we serve. From the health and safety of our employees to the safety of our regular and physically challenged customers, we are constantly looking at ways to do better. We have also not forgotten the socially disadvantaged in our community. Our employees are committed to projects and activities that serve our community and help protect the environment. ESG matters as determined by our stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration. The Board Sustainability Committee (SC) reviews and approves these material issues quarterly and provide guidance to the Senior Management team to execute initiatives, manage and monitor these issues closely.

With a workforce of more than 10,000 people, we are committed to nurturing a corporate culture that encourages our employees to act ethically and with a strong sense of mission in meeting the needs of our customers that includes innovations and to ensuring transparent management and fair decision-making in this regard. With a strong emphasis on good corporate governance, we have enhanced the management oversight function of the Board of Directors by implementing appropriate measures such as reviewing the terms of reference of all Board Committees and building Board competence through relevant trainings and workshops.

OUR APPROACH TO SUSTAINABILITY

MATERIALITY ASSESSMENT AND APPROACH



For the year under review, we undertook a materiality assessment in line with the new GRI 2021 standards with an independent external consultant to holistically identify the material topics most relevant to us. This was aimed at refreshing and reprioritising key material topics. Under the new materiality methodology, greater emphasis was placed on the impact of our business operations on people, the environment and economy. The updated process also highlighted the emerging sustainability issues as well the evolving industry and market needs of the future. Subsequently, the reassessment of our material topics underwent a validation process with our Board-level Sustainability Committee, which helped to determine the prioritisation of material ESG topics critical to our business.

In 2021, we had conducted a stakeholder engagement with our internal and external stakeholders who included SBS Transit's key management, employees, regulatory agencies, shareholders, unions, and suppliers. This process aided in the identification and validation of our material topics and further enhanced our materiality process.

PRIORITISED LIST OF MATERIAL TOPICS		
Environmental	Social	Governance
<i>Driving environmental stewardship to enhance sustainability in Singapore</i>	<i>Reinforcing our social responsibility to our customers, employees and communities</i>	<i>Ensuring ethical business and strong governance practices</i>
EMISSIONS & ENERGY	SAFETY & HEALTH	CYBERSECURITY, DATA GOVERNANCE & PRIVACY
RESOURCE EFFICIENCY	CUSTOMER EXPERIENCE	ASSET PROTECTION & SAFETY
SUSTAINABLE TRANSITION	EMPLOYEE CARE	BUSINESS INTEGRITY & GROWTH
SOCIAL ECONOMIC CONTRIBUTION		

STAKEHOLDER ENGAGEMENT

Our stakeholders are core components of our business and our approach to sustainability is firmly underpinned by our dedication to creating long-term sustainable value for them. As such, we regularly engage with our stakeholders to foster trust and integrity. Our stakeholders are identified through our risk management process and feedback from these engagement sessions is recorded and taken into consideration in the curation of our sustainability strategy. The various channels, priorities and how engagement feedback is utilised are outlined in the table below:

STAKEHOLDER	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES	OUR RESPONSE TO PRIORITIES
Authorities 	<ul style="list-style-type: none"> Quarterly Sustainability Engagement meeting, and regulatory meetings with LTA Regular meetings with Ministry of Transport, Public Transport Council (PTC), Ministry of Manpower (MOM) and the National Environment Agency (NEA) 	<ul style="list-style-type: none"> Operation key performance indicators Safety and security Accessibility Carbon emissions reductions 	<ul style="list-style-type: none"> Review operation, safety and security performances Provide constructive feedback when Regulator reviews existing and implements new policies Set aggressive targets to reduce consumption by identifying and implementing initiatives to reduce carbon emissions
Customers 	<ul style="list-style-type: none"> Information counters at bus Interchanges and MRT stations Regular updates on SBS Transit website, and Social Media platforms QR code and hotline for queries and concerns Annual customer satisfaction surveys Press releases on company related news 	<ul style="list-style-type: none"> Reliability Bus Captain service Safety Security Overall service experience 	<ul style="list-style-type: none"> Operate services well according to planned schedules and good schedule adherence Adhere to robust safety standards and stringent checks across all operations Conduct up-to-date training for all Bus Captains and Customer Service Officers to ensure the highest standards of safety, security and service are delivered

OUR APPROACH TO SUSTAINABILITY

STAKEHOLDER	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES	OUR RESPONSE TO PRIORITIES
Employees 	<ul style="list-style-type: none"> Regular communication to ensure line of sight to achieve strategic/operational outcomes Biennial engagement surveys and more frequently via: <ul style="list-style-type: none"> Monthly team briefings to frontline employees Toolbox meetings to update Engineering employees Quarterly briefings to frontline supervisors Feedback channels via email, WhatsApp chat groups and face-to-face meetings to address concerns feedback and suggestions on social issues and those related to the environment Regular visits by Management to the ground units 	<ul style="list-style-type: none"> Training and skills development Appraisal and remuneration Health and well-being at work Motivation and moral 	<ul style="list-style-type: none"> Organise regular training courses and provide sustainability- related information to engage and educate employees Benchmark our employees' salaries to the market on an annual basis to ensure competitiveness Organise annual health screenings and coaching to promote healthy lifestyle among employees Organise regular webinars and provide online resources to promote and support employees' mental well-being Provide appropriate uniforms and personal protection equipment to enhance workplace safety Practise good management by walking the ground
Shareholders 	<ul style="list-style-type: none"> Annual General Meeting SGX announcements Press releases 	<ul style="list-style-type: none"> Active and adequate risk management Timely and accurate updates 	<ul style="list-style-type: none"> Committed to disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance
Partners/Suppliers 	<ul style="list-style-type: none"> Work closely with our Partners and Suppliers to ensure the smooth delivery of our services Communicate our expectations on ESG matters 	<ul style="list-style-type: none"> Fair opportunity Collaborative relationship Timely and fair payment 	<ul style="list-style-type: none"> Ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Ethics Policy Use of procurement software and work closely with suppliers to improve processes and ensure compliance on ESG matters. Implementation of ESG assessment with 10% weightage
Union 	<ul style="list-style-type: none"> Regular meetings with key Union leaders Regular tripartite discussions Regular engagement lunches between ground managers and Union leaders Monthly productivity meeting Annual Management and Union retreat 	<ul style="list-style-type: none"> Job matching Remuneration Grievance handling Rewards and compensations Prepare workforce for the future Improve operation, safety and security key performance indicators 	<ul style="list-style-type: none"> Work closely with Union to achieve win-win outcomes for all Collaborate with the Union to work with employees to improve Operation, Safety and Security key performance indicators
Communities 	<ul style="list-style-type: none"> School talks Community outreach programmes Media updates Train Station/Bus Interchange adoption programme 	<ul style="list-style-type: none"> Latest technologies Operation insights Maintenance insights 	<ul style="list-style-type: none"> Sharing fun facts and quiz Broadcast educational videos Site visits Issue news releases

OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK & TARGETS

Our sustainability framework is derived with our material topics in mind and mapped with reference to the most relevant United Nations Sustainability Development Goals (SDGs) to our business, as seen in Appendix 3. We contribute to the achievement of these SDGs with established targets and quantifiable measurements in the implementation of initiatives which are set out in the three key pillars below:

CORE PILLARS OF SBS TRANSIT LTD SUSTAINABILITY FRAMEWORK		
Driving environmental stewardship to enhance sustainability in Singapore	Reinforcing our social responsibilities to our customers, employees, and communities	Ensuring ethical business and strong governance practices

- Achieved/on track
- Requires improvement

MATERIAL TOPIC	SHORT TERM	MEDIUM TERM	LONG TERM	2022 RESULT	PROGRESS
Energy and emissions	<ul style="list-style-type: none"> • Energy Consumption ↓15% vs 2019 by 2030 • ↑ Solar PV generation to 7 MWp • Scope 1 & 2 Fleet Emission ↓25% vs 2022 by 2030 	<ul style="list-style-type: none"> • Energy Consumption ↓20% vs 2019 by 2050 • ↑ Solar PV generation to 10 MWp by 2050 • Scope 1 & 2 Fleet Emission ↓50% vs 2022 by 2045 • Net Zero operations by 2050 	<ul style="list-style-type: none"> • Energy Consumption ↓25% vs 2019 beyond 2050 • ↑ Solar PV generation to 15 MWp beyond 2050 • Maintain Net Zero operations beyond 2050 	<ul style="list-style-type: none"> • Energy Consumption ↓9.50% vs 2019 • Solar PV generation: 4.28 MWp • Scope 1 & 2 Fleet emissions: 418,079 tonnes 	●
Resource efficiency	<ul style="list-style-type: none"> • Water Consumption ↓15% vs 2019 by 2030 • ↓ Total Annual General Waste to 25% by 2030 • Maintain Eco-office certification for all office premises 	<ul style="list-style-type: none"> • Water Consumption ↓17% vs 2019 by 2050 • ↓ Total Annual General Waste to 22% by 2030 	<ul style="list-style-type: none"> • Water Consumption ↓20% vs 2019 beyond 2050 • ↓ Total Annual General Waste to 20% by 2030 	<ul style="list-style-type: none"> • Water Consumption ↓13.34% vs 2019 • Annual General Waste: 35.59% • 100% of office buildings Achieved Eco-office (Elite) certification • Achieved Water Efficient Building (Basic) Certification by Public Utilities Board (PUB) for 87 premises 	●
Sustainability transition	<ul style="list-style-type: none"> • 25% and 50% cleaner energy bus fleet by 2025 and 2030 respectively • 35% cleaner energy utility vehicle fleet by 2030 • Promote Green Corporate culture internally and community through education and engagement events 	<ul style="list-style-type: none"> • 100% cleaner energy bus fleet by 2050 • 100% cleaner energy utility vehicle fleet by 2050 		<ul style="list-style-type: none"> • 1.57% of cleaner energy bus fleet • 2 Electric utility vehicles • Conducted 4 staff, 1 school and 1 community sustainability engagement programmes and initiatives 	●
Customer Experience	<ul style="list-style-type: none"> • Delivery of high level customer service • Continuous improvements in mobility and inclusive accessibility for the communities 			<ul style="list-style-type: none"> • Achieved 93.8% customer satisfaction by PTC • Launched 13 initiatives 	●

OUR APPROACH TO SUSTAINABILITY

- Achieved/on track
- Requires improvement

MATERIAL TOPIC	SHORT TERM	MEDIUM TERM	LONG TERM	2022 RESULT	PROGRESS
Safety & health	<ul style="list-style-type: none"> • Zero fatalities • Injury rates below national averages in our industry 			<ul style="list-style-type: none"> • 3 Road fatalities (2 not-at-fault) • 1 Work-related fatality • Kept workplace injury rates (WIR) below national average for the industry 	●
Employee Care	<ul style="list-style-type: none"> • Promoting digital training • Investing in education and training opportunities to develop our employees to achieve 40 training hours per employee by 2030 • Employment of persons with disabilities • Embracing diversity in the workplace in terms of gender, race, ability and age amongst other backgrounds where possible and applicable • Continuing as a signatory to TAFEP 			<ul style="list-style-type: none"> • ↑ Training hours to 39.43 from 27 vs 2021 • Increased digital training capabilities • Launched new mobile app Intellect to support employee well-being, including expanded mental health support and free counselling • Sharing of productivity gains • Performance and reliability incentives • Safety incentives • 4 PWD employees employed • Maintained as a signatory to TAFEP 	●
Social economic contribution	<ul style="list-style-type: none"> • Continuously committed to contributing to the local community 			<ul style="list-style-type: none"> • Resumed community service initiatives 	●
Cybersecurity, data governance & privacy	<ul style="list-style-type: none"> • Maintain zero major cybersecurity breaches • Maintain zero incidents of major personal data breaches • Continuously solidify cybersecurity, data protection and privacy measures 			<ul style="list-style-type: none"> • Zero major cybersecurity breaches • Zero major personal data breaches 	●
Asset Protection & Safety	<ul style="list-style-type: none"> • Comply with all asset maintenance audit requirements • Ensure that only approved or authorized entry is allowed at depots 			<ul style="list-style-type: none"> • Passed all external audits and complied with the requirements • No cases of intrusion 	●
Ethical business and operational integrity	<ul style="list-style-type: none"> • Zero cases of corruption and fraud • Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption • Maintain high standards of transparency, accountability, ethics, and integrity across our operations • 100% of employees undergo mandatory anti-corruption training by 2030 • Invest in new technologies to benefit the industry and communities • Drive innovation and change initiatives 			<ul style="list-style-type: none"> • 1 case of personal bribery occurred between 2019 and 2021, sentenced in 2022 • Singapore Corporate Awards 2022: Best Managed Board (Gold) and Best Risk Management (Gold) • 7 new Memoranda of Understanding for technologies and innovation signed 	●

OUR APPROACH TO SUSTAINABILITY

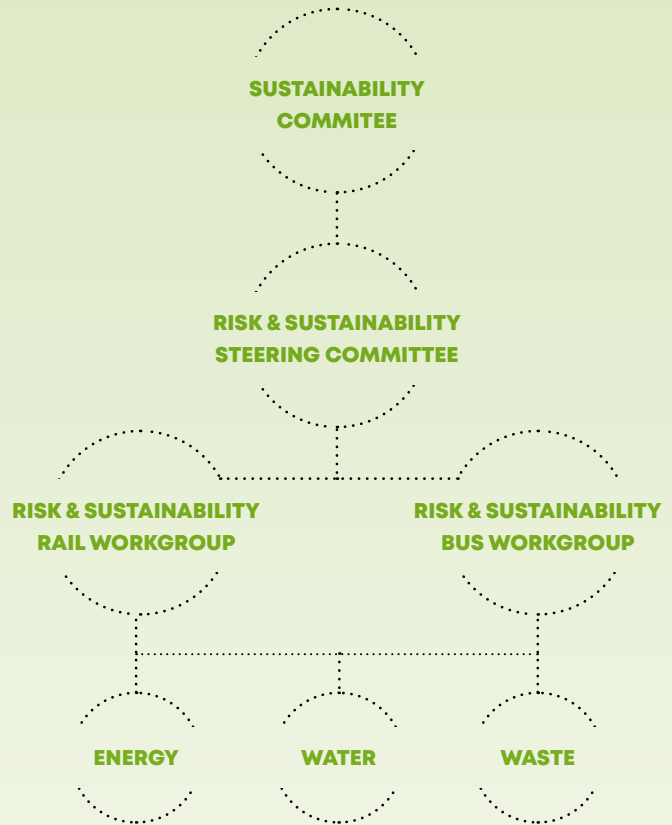
SUSTAINABILITY AND RISK GOVERNANCE

SUSTAINABILITY, STEERING AND WORKING COMMITTEES

We understand that driving sustainability throughout the organisation requires strong leadership support. The Board of Directors, led by our Chairman, Mr Bob Tan, endorses SBS Transit's sustainability efforts advocated by our Sustainability Committee (SC). The SC reviews the sustainability strategy to ensure alignment of commercial and sustainability considerations for long-term profitability. Our SC is chaired by Board Director, Professor Lim Seh Chun, and it meets on a quarterly basis to deliberate on ESG matters to provide guidance to the Senior Management team in steering SBS Transit's sustainability ambitions. Subsequently, the Sustainability Committee Chairman reports the Committee's decisions to the Board when deemed appropriate by the Chairman of the Board.

For the year under review, our then Group CEO, Mr Cheng Siak Kian, chaired our Risk and Sustainability Steering Committee (RSSC) which comprised eight key members of our Senior Management team. The RSSC established SBS Transit's sustainability strategies by providing directions and considering ESG issues as part of its strategic formulation and investments.

The Head of Bus, Mr Ivan Tan, and CEO of Rail, Mr Jeffrey Sim, both spearhead our Bus and Rail Risk and Sustainability Workgroups respectively. The Risk & Sustainability Workgroup convenes every quarter to analyse consumption patterns and discuss possible solutions. These heads are accountable for daily operations and consumption, whereby they monitor and analyse trends, and propose recommendations for improvement to the Steering committee. In 2022, we formalised our Workgroup structure and appointed pillar heads for Energy, Water and Waste pillars to further steer our environmental efforts. The pillar heads drive progress and execution of pillar projects across the business and ensure accountability from the issue owners, who serve as subject matter experts to track and share relevant external developments around material issues as well as outline roadmaps to achieve desired goals for the pillar. This enables us to double down on the initiatives and measures



taken to better manage these issues and reduce our environmental footprint in our business activities.

To further enhance our sustainability approach for both Bus and Rail businesses and drive our Risk and Sustainability efforts, the Risk and Sustainability section under Bus Support Division assumed a department status. The new department provides secretariat support to the two Risk and Sustainability Working Groups for Bus and Rail and secretariat support to the RSSC.

Ensuring effective processes in the management of our material topics, the Sustainability Committee reviews existing processes annually and keeps up dated on industry standards. To enhance the collective knowledge of the Board on issues of ESG and sustainable development, all Board Directors attended the 'Environmental, Social and Governance Essentials' training, conducted by the Singapore Institute of Directors in 2022.

OUR APPROACH TO SUSTAINABILITY

As of 1 January 2023, Mr. Jeffrey Sim was appointed Group CEO of SBS Transit and Chairman of the RSSC while Mr Anthony Mok, the Head of NEL/SPLRT has taken over as the Rail Workgroup chairman.

AUDIT AND RISK COMMITTEE

SBS Transit's Risk Management Framework provides a systematic process for the Businesses to identify and review the nature and complexity of the risks involved in their business operations and to prioritise resources to manage them. We are committed to enhancing shareholder value through growth that is profitable and sustainable, while taking measured and well-considered risks.

Our approach to risk management is underpinned by several key principles:

- The risk management process is a continuous and iterative one, as our businesses and operating environments are dynamic. Risk identification, assessment and risk management practices are reviewed and updated regularly to manage risks proactively.
- We promote risk awareness among all our employees by embedding risk management processes into day-to-day business operations and setting an appropriate tone at the top. Regular exercises, continuous education, and training, as well as communications through various forums on risk management are carried out to sustain a risk-informed and risk-aware culture in the organisation.
- Ownership of and accountability for the risk management process is clearly defined and assigned to the risk owners. Managers at each level have intimate knowledge of their businesses and take ownership of risk management, with stewardship retained at Senior Management.

In recognition of our robust framework, SBS Transit won two top awards at the Singapore Corporate Awards. We were recognised in the Best Managed Board (Gold) and Best Risk Management (Gold) in the mid-cap category for companies with S\$300 million to less than S\$1 billion in market capitalisation.

The Risk and Sustainability Steering Committee works closely with all Businesses to ensure that risk management is taken seriously, and that the Risk Management Framework is diligently implemented across the group. The Group CEO chairs this Steering Committee, and members are drawn from major Businesses/ Departments Heads. Key risks for the Group, including ESG related risks, are identified and presented to the Audit and Risk Committee and the Board at half-yearly intervals.



DRIVING ENVIRONMENTAL STEWARDSHIP

TO ENHANCE SUSTAINABILITY IN SINGAPORE

AS ESG REMAINS AN AREA OF INCREASED FOCUS FOR BUSINESSES AND REGULATORS, WE CONTINUE TO STEP UP OUR ACTIONS TO FURTHER ADVANCE OUR TRANSITION TO BE A LOW-CARBON BUSINESS AND PUBLIC TRANSPORT PROVIDER.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

EMISSIONS & ENERGY	RESOURCE EFFICIENCY	SUSTAINABILITY TRANSITION
<p>Accelerating efforts to integrate solutions to enhance fuel and energy efficiency in business operations and activities. This will also include the commencement of our alignment to the TCFD.</p>	<p>Minimising our environmental footprint and affiliated impacts through water and waste management.</p>	<p>Driving innovative solutions to provide accessible and low carbon transportation for all.</p>



The Government’s Singapore Green Plan 2030 and the LTA’s 2040 Master Plan are aimed at lowering Singapore’s environmental footprint. Simultaneously, the plans are also aimed at enhancing our country’s sustainable development as we transition towards a clean and more sustainable transport network. In resonance with The Singapore Green Plan and with LTA’s commitment to a 100% cleaner energy public bus fleet by 2040, we are whole-heartedly gearing our efforts and initiatives in support of this change and transition.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

EMISSIONS & ENERGY

WHY THIS ISSUE IS MATERIAL

As a public transport service provider, we are cognisant of the environmental impact and emissions associated with our operations and have intensified our efforts to mitigate our environmental footprint. Our goal is to offer sustainable and eco-friendly transportation options to the commuting public, while simultaneously delivering reliable, efficient, safe and secure public transportation services. To achieve this, we remain committed to identifying and pursuing opportunities to reduce our carbon emissions.

HOW WE MANAGE THIS

As a subsidiary of the ComfortDelGro Group, we are aligned with its energy policy and management plan which were inceptioned in 2021. More specifically, we stand firmly with ComfortDelGro in its commitment to the Science Based Targets Initiative (SBTi) of 1.5°C trajectory. Accordingly, our Bus and Rail Energy Workgroups have taken oversight of our energy consumption and emissions generated. The Workgroups meet monthly where stakeholders review and monitor the Company's energy performance and progress as well as its energy saving initiatives. They strive to improve energy efficiency and reduce affiliated wastage with key focus on the temperatures of the air-conditioning systems and the

traction required to power the trains as they constitute more than half of our energy consumption.

Our energy usage and the effectiveness of energy saving initiatives are monitored through a monthly energy consumption and energy efficiency trending report. Through these progress reports, the Bus and Rail Energy Workgroups convene quarterly to analyse the efficacy of our energy saving initiatives by comparing its performance against the targets and the report is shared with all stakeholders. In doing so, we are able to effectively identify and deploy new energy curbing initiatives which ultimately seek to limit our environmental footprint. Additionally, our stakeholders are engaged and informed about our initiatives and actions through quarterly briefings, email messaging, and monthly energy performance trending materials.

As a means to further mitigating our impact on the environment through energy consumption, we embarked on a journey to increase our reliance on solar energy. As it is an abundant source of renewable energy, we expect to progressively implement the use of solar energy across all our operations.

Additionally, SBS Transit implemented the following initiatives to minimise our environmental impacts stemming from our energy consumption and emissions.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR GREEN INITIATIVES

HARNESSING SOLAR ENERGY AT OUR BUS AND TRAIN PREMISES

Since 2018, we have been utilising solar energy as a means to power up some of our depots. We continued to expand our solar panel deployment, which resulted in an increase in the production of solar power. Our generation of solar energy increased by 80% to 4,319,802 kWh in 2022 from the previous year with the addition of 5,796 solar panels installed at the Gali Batu Train Depot in November 2021. These solar panels have the capacity to generate approximately 2.3MWp energy annually.



SOLAR ENERGY GENERATION AT DEPOTS

	2019 (kWh)	2020 (kWh)	2021 (kWh)	2022 (kWh)
Ulu Pandan Bus Depot	860,690	863,216	860,036	810,664
Yio Cho Kang Bus Interchange	-	10,809	199,322	185,879
Gali Batu Train Depot	1,203,000	869,000	1,334,000	3,323,259
Total	2,063,690	1,743,025	2,393,358	4,319,802

AIR-CONDITIONING AND LIGHTING OPTIMISATION

Our MRT stations continued to meet the Singapore Standard SS530 for “Energy Efficiency for Building Services”. Multiple energy-saving initiatives have been implemented at our premises to reduce our carbon footprint.

At our train stations, chillers are optimised based on recommendations from a detailed energy audit that was conducted at the DTL stations. First implemented at the Rochor Station, it has since been extended to all the 34 stations on the line and nine stations on the NEL. At the Bedok and Joo Koon bus interchanges, the chiller supply temperature has also been optimised to improve energy savings. We also replaced the air conditioning system with a higher efficiency one that used less energy at the Soon Lee bus depot. This consequently resulted in over 50,000 kWh energy saved.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

Progressively, fluorescent lightings are being replaced with LED lightings in all our work areas including the workshops, MRT stations, bus terminals and bus parks. Efficient-energy LED lightings could potentially reduce energy consumption by 30%. An ongoing trial is also being conducted to reduce excessive lightings at non-public areas. Using motion sensors, the lights automatically switch on when activated by movements. Besides this, we also worked on reducing the intensity of the lightings in other areas.

Collectively, these initiatives reduced electricity consumption at our MRT stations and paved the way towards achieving an overall 3% reduction. Improving the performance of our lighting and air-conditioning systems helps in the achievement of our energy and emissions goals.

OUR TRANSITION TO A CLEAN BUS FLEET

A cornerstone of our emissions reduction efforts is in adopting a clean bus fleet as we gradually phase out buses with combustion engines. To do this, we will continue to work closely with the LTA to support its clean bus fleet replacement plan. Since 2018, the

LTA has handed over some green buses for trials and implementation in our operations. In 2022, we had 56 of these vehicles comprising 31 fully electric and 25 hybrid ones. In our existing fleet of buses, we target to scrap about 400 of our diesel-powered buses by 2025 and another 1,600 by 2030.

Meanwhile, our existing diesel-powered buses comply fully with both the NEA and the European Union EU emission standards (up to Euro 6), which aim to reduce the generation of harmful exhaust emissions. Care has also been taken in the quality of diesel that we utilise to ensure it possesses high-performance combustion characteristics and with additives that help improve engine performance while minimising exhaust emissions. This generates less than 10ppm sulphur content.

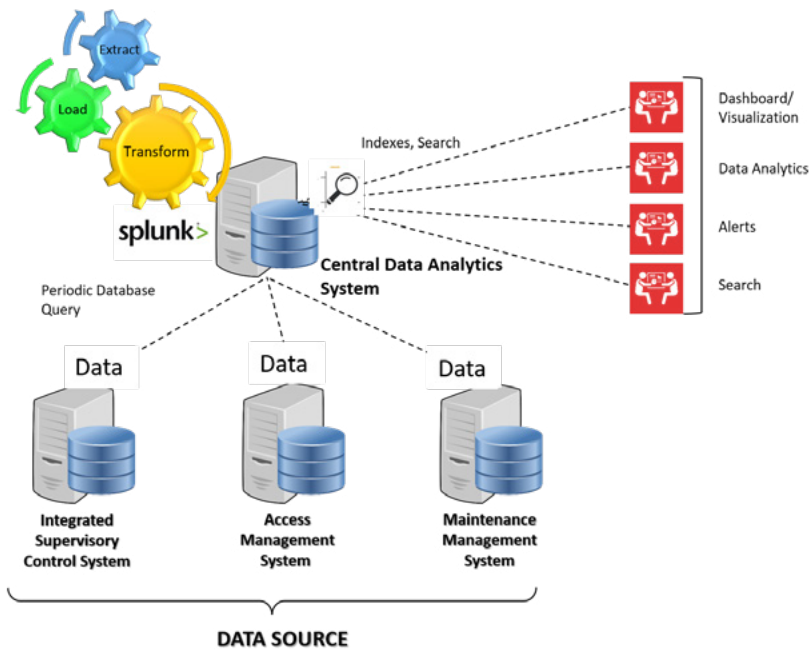
To derive fuel efficiency and ensure optimum performance, we strictly comply with our established preventive maintenance regime which includes exhaust smoke tests. Our buses are also subject to stringent inspections bi-annually as mandated by the LTA at authorised vehicle inspection centres.

Model	BYD K9RA Electric Bus	Linkker LM312 Electric Bus	MAN A22 Euro 6 Diesel Bus
			
CO² Emissions (kg/km)	0.48	0.52	4.39
 Technology	Battery Capacity: 348kWh Charge Rate: 150kW DC	Battery Capacity: 177kWh Charge Rate: 450kW DC	Exhaust Gas Recirculation Diesel Particulate Filter
 Charge time	2.5hrs	20mins	Selective Catalytic Reduction
 Battery Type	Lithium Iron Phosphate	Lithium Iron Phosphate	N.A
 Passenger Capacity	80	83	88

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

TRIAL OF TWO DIESEL HYBRID BUSES ON SERVICE 123 IN SENTOSA

We are trialling two diesel hybrid buses on Service 123 that serves Singapore's Sentosa Island. They operate in electric mode, which is emission-free, at pre-defined zones such as bus stops and around the vicinity of hotels. Being quieter, they blend in with the resort's ambience. The bus' batteries are automatically charged during cruising and engine braking which means that they do not require any external charging infrastructure. We expect to achieve a reduction in fuel consumption and about 37% in carbon saving (or about 5,000kg) over the six-month trial that commenced on 28 Nov 2022.



SMART ENERGY MANAGEMENT AT TRAIN STATIONS

SBS Transit has implemented a data analytics platform to monitor the energy usage of escalators, lifts, lightings, and sump pumps in the DTL stations. Data is available in near real-time to detect anomalous operations, and subsequently prompts timely actions for quick, informed, and effective decision making.

As we monitor and manage energy usage, the project has been effective in reducing energy waste, lower affiliated costs and optimise resource consumption. Since implementation, we have witnessed a reduction in idling operational use of the escalators, lifts, lightings, and sump pumps in the stations, which translates directly to energy savings. The optimised operations also improved the lifespan and reliability of the respective systems as the effects of wear and tear, especially for mechanical moving parts, were flagged and mitigated.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, we undertook a detailed assessment of our GHG inventory to include all our operations under the operational control approach, in alignment with the GHG Protocol. Our scope encompasses all our operations in Singapore.

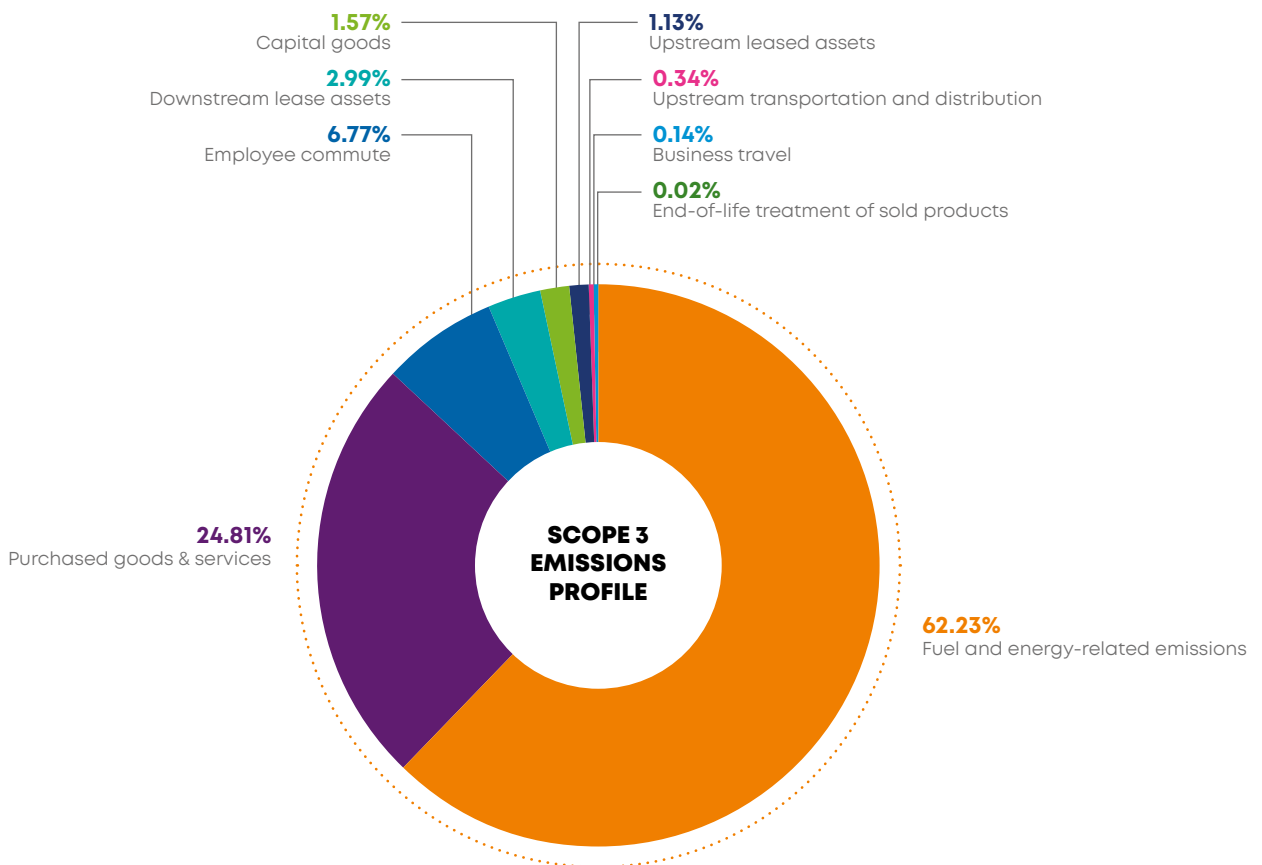
We have established 2022 as our baseline year for GHG calculations in order to capture a closer representation of the global economy after the COVID-19 pandemic recovery. All GHG emissions are calculated in carbon equivalent (CO₂e), and this also includes all appropriate GHG such as methane (CH₄) and nitrous oxide (N₂O).

Through our energy saving and emissions reduction initiatives, investments and adoption of green technology, we have seen improvements in our energy and emissions performance. Despite the resumption of operations and growing demand for public transportation from post-pandemic economic recovery, our Scope 1 CO₂ emissions in 2022 totalled 381,690 tCO₂e, an increase

of a mere 1,496 tCO₂e (0.39%) as compared to 2021.

The majority of our Scope 1 emissions are attributed to fuel use. Our Scope 2 emissions primarily comprised our electricity consumption across our operations. Our Scope 2 emissions in 2022 totalled 168,217 tCO₂e, which was a decrease of 5,112 tCO₂e (2.95%) as compared to 2021. The reduction of our Scope 2 emissions was largely due to the reduction in energy consumption from the range of energy saving initiatives implemented in 2022.

With regard to Scope 3, we undertook a preliminary screening exercise to determine the categories most pertinent to our emissions and operations. We then selected the most pertinent categories and undertook detailed emissions calculations based on the requirements stated by the GHG protocol. The Scope 3 categories that we addressed are stated below, and as anticipated fuel-and-energy related emissions are our highest proportion of Scope 3 emissions as a result of our operations as public transport providers.



SCOPE 3 INDIRECT EMISSIONS

216,374 tCO₂e

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

SBS Transit has set ambitious energy savings targets to reduce our Scope 1 and 2 emissions by 25% by 2030.

Our Bus operations will focus on fuel reduction by optimising our bus schedules, inculcating eco-driving behaviour among Bus Captains, and adjusting the deployment of fuel-efficient buses on appropriate routes for fuel optimisation. Committed to energy and emissions reductions, we have developed a data analytics tool to track the actual deployment and theoretical optimal deployment of our fuel-efficient buses. Rolled out in September 2022, it enables us to track and ensure our buses are deployed efficiently to improve fuel consumption.

As a means of further reducing carbon emissions and increasing clean energy production, we worked closely with the LTA to install solar panels on the roofs of the Tuas Bus Terminal, Seletar Bus Depot and Sengkang MRT Depot, which will increase solar energy production capacity by approximately 5MWp annually.

GRI 302-1: Energy consumption within the organisation

Fuel Type	2020*	2021*	2022
Non-Renewable Fuels - Diesel (L)	139,146,555	133,538,848 ⁴	134,131,446
Non-Renewable Fuels - Petrol (L)	3,010	3,588	2,481

GRI 302-1: Electricity Consumption (kWh)

Energy Type	2020*	2021*	2022
Electricity Purchased (kWh)	423,723,537 ⁵	420,974,535 ⁵	408,298,271
Renewable Electricity Consumed (kWh)	1,631,393	2,149,746	4,108,822
Cooling consumption (kWh)	4,959,040	3,863,716	4,417,239

GRI 302-1: Electricity sold (kWh)

Energy Type	2020*	2021*	2022
Electricity sold	111,632	243,612	210,981

GRI 302-3: Energy Intensity⁶

Energy Intensity Type	2020*	2021*	2022
Total Electricity Intensity (kWh/\$M Revenue)	345,550 ⁵	322,788 ⁵	272,160
Total Fuel Intensity (litres/\$M Revenue)	113,043	101,875 ⁴	88,519

Includes all types of electricity consumption within the organisation

GRI 302-4: Reduction of energy consumption from 2019 baseline

Energy Type	Total reduction
Electricity Purchased (kWh)	42,854,879
Non-renewable fuel - Diesel (L)	18,045,344
Non-renewable fuels - Petrol (L)	664

*In 2020 and 2021, operations were affected due to the COVID-19 pandemic

4 An improvement in our data collection methodologies and accurate bill records has resulted in the revision of fuel data

5 An improvement in our data collection methodologies and accurate bill records has resulted in the revision of electricity data

6 The revenue used to calculate our intensity ratio for 2022 is \$1,515,311,000

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

GRI 305-1: Direct (Scope 1) GHG Emissions⁷

GRI 305-2: Energy Indirect (Scope 2) GHG Emissions

GRI 305-3: Other indirect (Scope 3) GHG Emissions

GHG Emissions (tCO ₂ e)	2020* ⁸	2021* ⁸	2022
Scope 1 (Direct Emissions)	374,171 <i>(69.3% of total emissions)</i>	380,194 <i>(48.0% of total emissions)</i>	381,690 <i>(49.8% of total emissions)</i>
Scope 2 (Indirect Emissions from Electricity)	165,932 <i>(30.7% of total emissions)</i>	173,334 <i>(21.9% of total emissions)</i>	167,439 <i>(21.9% of total emissions)</i>
Scope 3 (Indirect Emissions)	-	238,955 ⁹ <i>(30.1% of total emissions)</i>	216,374 <i>(28.3% of total emissions)</i>

*Scope 1 includes CO₂, CH₄ & N₂

Scope 3 Category	Screened or Calculated	Total emissions (tCO ₂ e)
Category 1: Purchased goods & services	Calculated	53,693.37
Category 2: Capital goods	Calculated	3,394.95
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2	Calculated	134,663.24
Category 4: Upstream transportation and distribution	Screened	743.22
Category 5: Waste generated in operations	Calculated	0.11
Category 6: Business travel	Screened	303.12
Category 7: Employee commute	Screened	14,641.25
Category 8: Upstream leased assets	Screened	2,436.62
Category 12: End-of-life treatment of sold products	Calculated	34.68
Category 13: Downstream lease assets	Screened	6,463.51

Screened Scope 3 categories refer to the categories in which identifies the initial GHG estimation. Calculated Scope 3 categories refer to the categories in which emissions are calculated based on SBS Transit's data.

GRI 305-4: GHG Emissions Intensity¹⁰

Emissions intensity (tCO ₂ e/\$M/revenue)	2020*	2021*	2022
Scope 1 + 2	438.8	422.4	362.4
Total (Scope 1, 2 and 3)	-	604.6	505.2

*In 2020 and 2021, operations were affected due to the COVID-19 pandemic

GRI 305-6: Emissions of ozone-depleting substances (ODS)

GRI 305-7: Nitrogen oxides (NO_x), sulphur oxides (SO_x) and other significant air emissions

Emissions Type (kg)	2022
NO _x	69,662,618.45
SO _x	913,587.01
PM	1,122,556.01

7 EMA OM Grid Emission Factor for 2021: 0.4057kg/CO₂e/kWh

8 With an improvement in our data collection methodologies, our Scope 1 and 2 emissions have been recalculated using the revised figures, leading to a restatement of data

9 In 2022, we undertook a detailed assessment of our GHG inventory including our Scope 3 emissions for 2021

10 The revenue used to calculate our intensity ratio for 2022 is \$1,515,311,000

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

RESOURCE EFFICIENCY

Our approach to resource efficiency considers the impact of our water consumption as well as waste disposal methods of our used products. This section highlights our efforts to minimise our water consumption, reduce, reuse and recycle our waste.

WATER

WHY THIS ISSUE IS MATERIAL

We recognise that water is a limited and invaluable natural resource. Its supply and availability are increasingly vulnerable due not only to the effects of climate change but also the increasing demands of a growing economy. Ensuring the sustainability of the natural resource remains imperative. Therefore,

effective management, efficient use and responsible consumption of water remain crucial in our sustainability ambitions.

HOW WE MANAGE THIS

At SBS Transit, water is largely used for vehicle and premises washing, sanitary appliances and chilled water systems for air-conditioning. Water withdrawn at our premises is provided by the PUB and NEWater. All waste water is discharged to government-operated water reclamation plants for treatment. Our Water Management Workgroup, actively manages and monitors water usage from our operations and seeks out water saving and recycling measures.

OUR GREEN INITIATIVES

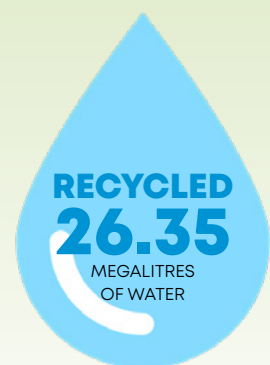


WATER RECYCLING

Our train and bus washing machines are equipped to collect, filter, and recycle approximately 80% of the water used in the washing process. In 2022, we fine-tuned our operational procedures to further optimise water usage, which enabled us to recycle over 26.35 megalitres of water.

WATER EFFICIENT FITTING REPLACEMENTS

Since 2021, we have and continued to ensure efficient and responsible use of water through the installation of water efficient fittings in our taps, sprays and toilet flushing systems. The replacement and installation of over 450 water efficient taps and sprays not only reduced consumption, but also prevented any unwarranted leakage caused by wear and tear. In recognition of SBS Transit's efforts to adopt water efficient measures in our premises and processes, 87 of our bus and train premises received the Water Efficient Building (Basic) Certification from the PUB.



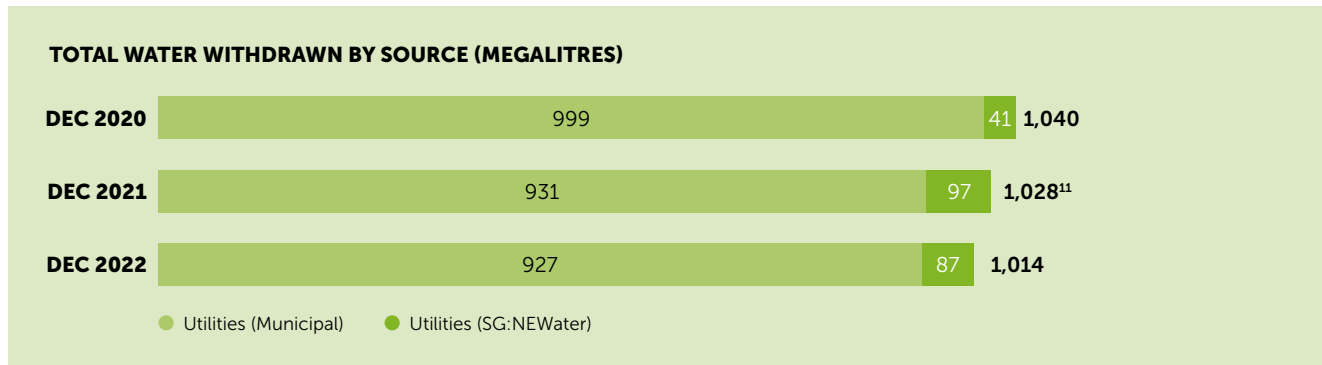
DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, as a result of our water saving measures and initiatives, SBS Transit's water consumption decreased by 1.3% as compared to 2021 despite the increase in our operating capacities when Singapore transited out of the COVID-19 slowdown. We will continue in our efforts to

further reduce water consumption by fine-tuning our processes further such as adjusting the nozzles to control and optimise waterflow and even expanding the water catchment structures to increase their capacities to hold more water for recycling purposes.

GRI 303-3: Water Withdrawn by Source



GRI 303-5: Water Consumption

	2020	2021	2022
Total Water Consumption (megalitres)	1,040	1,028 ¹²	1,014

SGX Core Metrics: Water consumption Intensity¹³

	2020	2021	2022
Water intensity (megalitres/\$M revenue)	0.85	0.78	0.67
Total Water Consumption (megalitres)	1,040	1,028	1,014

WASTE MANAGEMENT AND CIRCULARITY

WHY THIS ISSUE IS MATERIAL

In our land scarce country, the management of waste is a paramount issue as reflected in the Singapore Green Plan 2030. Without proper waste management, this can lead to various environmental consequences. SBS Transit remains aware of our waste footprint and has undertaken new initiatives to limit our waste production and recycling efforts.

With regard to waste management, it is also essential to consider waste disposal methods, recycling, and reduction opportunities. Simultaneously, we must also strive to reduce our waste generation through changes to work processes and ultimately, our transportation of waste. Ensuring proper waste and end-of-life management is crucial as waste can compound quickly if left unsupervised, potentially exacerbating land scarcity, health, pollution, and the adverse impact of other negative socio-environmental factors.



¹¹ An improvement in our data collection methodologies and accurate bill records has resulted in the revision of water consumption data

¹² An improvement in our data collection methodologies and accurate bill records has resulted in the revision of water consumption data

¹³ The revenue used to calculate our intensity ratio for 2022 is \$1,515,311,000

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

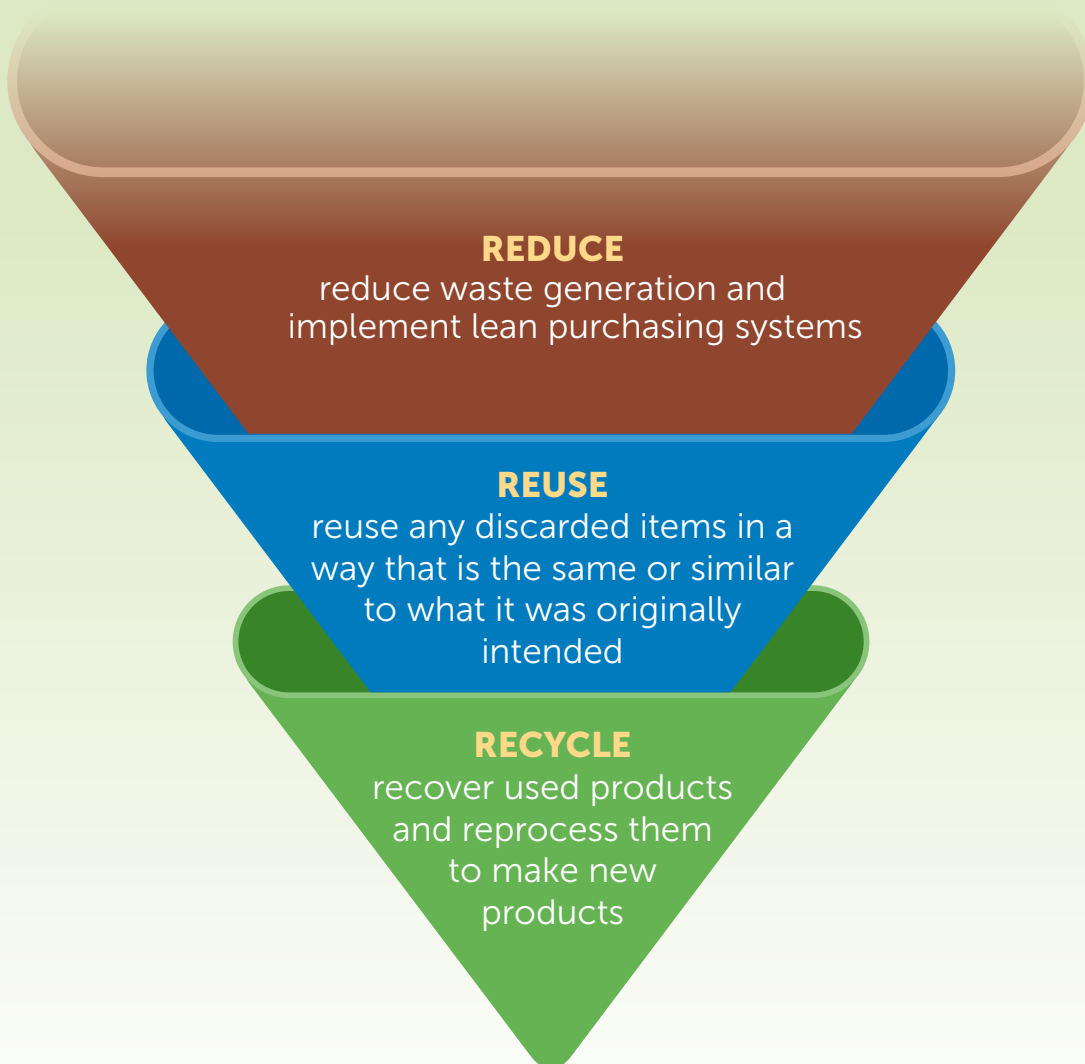
HOW WE MANAGE THIS

The bulk of SBS Transit's waste is derived from vehicle replacement parts and general waste. The Waste Workgroup remains committed to monitoring and ensuring proper management, disposal, recycling, and reduction of waste through various initiatives and measures. The Workgroup also actively monitors the management and amount of waste generated in operations and through best practice sharing among departments, and business units, initiates improvements to be undertaken.

General waste and mixed recyclables are collected by SembWaste and BNL Waste Management, while other recyclables are collected by dedicated NEA approved recycling companies.

We are committed to reducing the amount of waste generated by our activities and have adopted the following waste hierarchy, which is supported by the NEA.

The elements of the waste and recycling management hierarchy are follows:



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

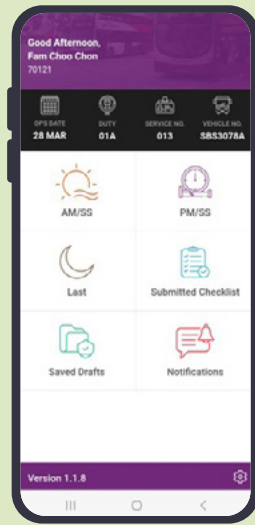
OUR GREEN INITIATIVES

In line with the Singapore Green Plan, we are committed to the national ambition of reducing waste sent to landfills by 20% by 2026.

REDUCE

GOING PAPERLESS

With the use of iMove, a mobile application used by Bus Captains to facilitate the checking of bus condition at the start and end of their duties, we are able to eliminate paper waybill card usage. Additionally, it helps to simplify first and last parade tasks of Bus Captains while optimising work process through the integration of a paperless IT system. Through this, an estimated 1.1 million waybill cards will be saved annually, in addition to savings in manhours for sorting and processing these cards.



ELIMINATING SINGLE-USE PLASTIC BOTTLES

In line with SBS Transit's efforts to be more environmentally conscious in reducing waste, we have reduced the provision of bottled water, which eliminated the use of approximately 60,000 plastic bottles annually since 2022.

ECO-UMBRELLA DRYERS

To prevent waste and reduce safety hazards associated with wet floors caused by dripping umbrellas on rainy days, Eco-Friendly Umbrella Dryers have been installed in all our 50 MRT stations since November 2022. These dryers work by brushing the wet umbrellas against the micro-fibre pads within the dryers. The rainwater is then directed into collection trays. This initiative aims to enhance our commuters' safety and experience within our MRT stations through a green solution.



TYRE RETREADING PROGRAMME

REUSE

While ensuring the roadworthiness of our buses remains a key priority for SBS Transit, we concurrently strive towards circularity by maximising our resources. We continued with our tyre retreading initiative in 2022 where our bus tyres are retreaded twice prior to being disposed.

We were able to reuse more than 22,767 tyres, which reduced our tyre waste by 1,252 tonnes in 2022.

RECYCLE

Tyre disposal is responsibly handled by our recycling partner in Malaysia, which recycles the tyres into crumb rubber via grinding processes.

The crumb rubber is sold to produce repurposed items such as rubber mats, flooring for running tracks and playground fields.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

REUSE



UPCYCLING OF OLD TRAIN PARTS

In response to the LTA's call for community partners to upcycle old train parts, 15 PAP Town Councils answered and embarked on this meaningful cause under the guidance of the Action for Green Towns Task Force. We are proud to support this initiative to give a new lease of life to old train parts.

UPCYCLING DECOMMISSIONED BUSES

Once our buses reach the end of their product life cycle at 17 years, they are either exported for overseas use or reduced to scrap metals. Through this process, SBS Transit's waste is upcycled and repurposed for continued use, promoting circularity and sustainability.

In 2022, a commercial project undertaken by three private companies transformed 20 of our decommissioned buses into hotel rooms for use at a new local resort. These vehicles are given a new lease of life with a new purpose that promotes sustainability and reduces waste.

RECYCLE

BATTERY UPCYCLING

In 2022, we recycled 224 tonnes of batteries where they were smelted for metals and metal compounds overseas. This was responsibly handled by an NEA appointed recycling company.

FOOD WASTE DIGESTER

In July 2022, our first food waste digester was installed at the Hougang Bus Depot canteen. With the help of micro-organisms, food scraps and preparatory food waste are broken down and converted into liquid which can be discharged safely into the municipal waste stream. In 2022, 504 kg of food waste was diverted from the general waste through this process.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, we recorded a total of 4,951 metric tons of waste since we started to include the measurement of our general waste, which accounted for 36% (1,759 metric tons) of our total waste. As a result, this led to an increase in waste generated. Moving forward, this will form a baseline for our waste reduction targets.

GRI 306-3: Waste Generated

Total Waste Generated (metric tons)	2020*	2021*	2022
Hazardous	168	504	1,336
Non-Hazardous	507	580	3,615
Total	675	1,084	4,951

GRI 306-4: Waste Diverted from Disposal

Waste Diverted from Disposal (metric tons)	2020*	2021*	2022
Hazardous Waste			
Recycled	167	498	1,331
Non-Hazardous Waste			
Recycled	507	580	604
Reused	-	1,467	1,252
Total	507	2,047	1,856

GRI 306-5: Waste Directed to Disposal

Waste Directed to Disposal (metric tons)**	2020*	2021*	2022
Hazardous Waste			
Incineration	1	6	5
Non-Hazardous Waste			
Incineration	-	-	1,759

*In 2020 and 2021, operations were affected due to the COVID-19 pandemic.

**All our waste directed for disposal were incinerated, with none directed to the landfill.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

SUSTAINABILITY TRANSITION

WHY THIS ISSUE IS MATERIAL

In line with The Singapore Green Plan, the LTA has amplified investments in both infrastructure deployment and capability development to reduce reliance on fossil fuels and internal combustion engine vehicle with the goal of reducing 80% of its land transport emissions by 2050. To achieve this, encouraging the use of public transport is key. As the backbone of Singapore's transport system, public transport is the most sustainable form of motorised transport. A car uses nine times the energy of a bus and 12 times the energy of a train, on a per passenger-km travelled basis.

Supporting the Singapore Government's sustainability goals, SBS Transit understands the importance of sustainability education and engagement to employees and commuters to create a culture that values sustainability and fosters a sense of ownership and responsibility. It also helps to engender an environment of collaboration and cooperation with employees working together towards a common goal.

HOW WE MANAGE THIS

At SBS Transit, we strive to provide reliable public transport services that are convenient and accessible to all users as they are a climate friendly mode of transport.

To meet our sustainability commitments and targets across our organisation, we require a sustainability mindset from Top Management down to our ground staff. It also involves our customers so that they steer towards the available sustainable choice of using public transportation.

Our goal for this plan is to promote a green corporate culture across all our departments where our people know what they can do each day to live a sustainable life-style at work and in their personal spaces.

We will achieve our Sustainable Transition Goals through two core pillars:

1. Engaging and Training our People
2. Involving our Community

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

In July 2022, the ComfortDelGro Group published an inaugural TCFD report which identified the relevant physical and transition climate risks and opportunities applicable to the Group's operations. SBS Transit's business and operations were included in this assessment. For more information, please refer to the ComfortDelGro 2022 TCFD Inaugural Report 2022 here.

The groupwide assessment included all ComfortDelGro's operational regions including Singapore where SBS Transit's operations and assets are located. Using 2021 as the baseline year, the potential impacts of these risks and opportunities on SBS Transit were identified from its first phase of its climate scenario analysis. Subsequently, these results were integrated into SBS Transit's overarching sustainability strategy and into our business units' operational strategies for effective management of relevant climate-related risks and opportunities.

This financial year, to achieve a more detailed and robust TCFD disclosure, SBS Transit has commenced our own journey in aligning with the TCFD. We are in the process of collecting, refining and assessing the climate data specific to SBS Transit's business and locations of operations.

This will be featured in our standalone TCFD report slated for release later in 2023. In doing so, we reinforced our ambitions to drive climate-friendly mobility solutions that would reduce GHG emissions for our operations.

OUR INITIATIVES AND LOOKING FORWARD

EXPANDING OUR RAIL NETWORK

In 2022, we operated 78 stations spanning 82 km of rail networks across the North East Line, Downtown Line and Sengkang Punggol LRT systems. In 2024, the NEL will be extended with a new station at Punggol Coast. This will increase railway accessibility for passengers travelling to and living in the developing Punggol town. As the rail network expands, we seek to increase public transport ridership and decrease reliance on private modes, in alignment with the goals and targets of The Singapore Green Plan and sustainability strategies.

We hope to succeed in our bid to operate the upcoming Jurong Region Line (JRL) and the Cross Island Line (CRL) when the tender is called in 2023, which will further expand our rail network and public transportation services. The JRL, which spans over 24km, is expected to be completed by 2029 and the CRL with over 30 stations, will span across 50km, is expected to be completed by 2032.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

ELECTRIFYING OUR UTILITY FLEET

As we continued to embark on our electrification journey in 2022, we issued a company-wide mandate that stipulated all future replacements of utility vehicles must be electric vehicles as we transition our fleet of 122 vehicles to green ones.

In Q2 2022, we replaced two diesel maintenance vehicles with fully electric ones at the Sengkang MRT Depot. A DC fast charging station was installed to complement the new vehicles to serve the NEL's operations.



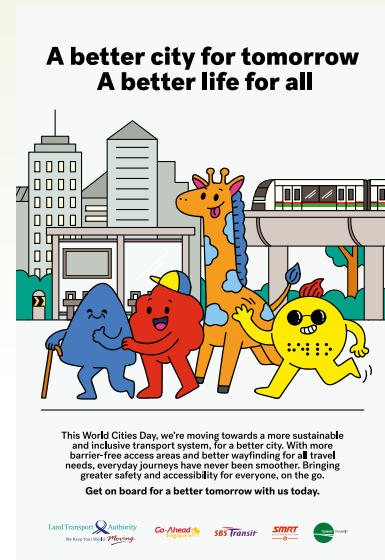
PROVIDING GREATER CONNECTIVITY

We are collaborating with Anywheel - a bike-sharing service provider, to encourage commuters to adopt the Walk-Cycle-Ride approach in their first and/or last mile of travel. With the collaboration, we will display the total number of bicycles available at a bus stop in real-time with their relevant details such as the Bay ID, distance, location and address. With this information conveniently accessible, we seek to encourage the sustainable use of our public transport system.

ENVIRONMENTAL ADVOCACY AND ENGAGEMENT

We are keenly aware that education is key in creating a sustainable future where people understand the importance of preserving our natural resources. The LTA-Public Transport Operators (PTO) collaboration promotes key environmental days, conservation, and sustainable practices by raising awareness amongst our commuters through social media and traditional communication.

Through this collaboration, opportunities are offered to employees to participate in organising, planning, implementing and coordination activities with the LTA and other PTOs. In 2022, we designed electronic direct mails (EDMs) to highlight the importance of natural resource preservation and disseminated them within our company. We also displayed these EDMs on our internal display boards and social media channels as well as on digital display panels at our bus interchanges and terminals to advocate for more sustainable habits.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

ENGAGING AND TRAINING OUR STAFF

ENGAGEMENT TALKS ON SUSTAINABILITY

Sustainability sharing sessions are held on a quarterly basis to educate and inspire staff to adopt green practices to drive a culture of sustainability within the workplace. Topics on waste reduction, energy conservation, water efficiency, carbon emissions reduction and sustainable sourcing that are related to work and daily living are shared. The sessions provide a platform to create opportunities for staff involvement and ownership which also help to foster a more cohesive and engaged workplace.



FREE COFFEE WITH REUSABLES

In 2022, SBS Transit hosted a bring-your-own cup or bottle initiative at its Ang Mo Kio depot. Employees were encouraged to bring their own tumblers to obtain free cups of coffee and tea at the canteen. Over a 14-day period, we used an estimated 2,100 cups less than usual. Encouraged by the results, we initiated another trial with National Transport Workers' Union (NTWU) at the Ang Mo Kio Depot and Seng Kang Depot canteen in November 2022 where a 10 cents rebate is given for the purchase food and drinks whenever a reusable container is presented for use. In doing this, SBS Transit hopes to convey the importance of a circular economy through material reuse and a reduction in waste generation.

A graphic for the 'TAKE Public Transport TO WORK' campaign. It features a dark background with a gold starburst containing the text 'OPEN TO ALL!'. The main text reads 'TAKE Public Transport TO WORK' with 'Public Transport' in a script font and 'TO WORK' in a bold, sans-serif font. Below this, the dates '20 - 30 JULY' are displayed. On the left, a gold pill-shaped box contains the text 'Reduce greenhouse gas emissions by taking public transportation.' On the right, there is an illustration of a purple and white bus. Below the bus, a gold pill-shaped box contains the text: 'The carbon emissions generated per passenger for a car trip is 3x that of an e-bus and 6x that of an MRT trip for the same distance.'

TAKE PUBLIC TRANSPORT TO WORK CAMPAIGN

Although we provide free rides on public transportation to all our employees as a standard staff benefit, we also intentionally launched monthly "Take Public Transport" campaigns during the last week of each month. This is targeted at encouraging employees who drive or take private transport to use public transport for at least a day. In 2022, a total of 2,157 employees participated in the campaigns, which translated to an estimated reduction of 43.66 tonnes of carbon emissions.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

ENGAGING OUR COMMUNITY

We leverage our public influence through our support of the “Say Yes to Waste Less” campaign by NEA to encourage the community to adopt a sustainability-centred lifestyle by reducing single-use disposables and food wastage. This year, we encouraged Bring-Your-Own (BYO) containers in place of single-use ones when ordering take-aways. Leveraging on our large commuter base, we will continue to seek out opportunities to engage the public in reducing waste.



As we encouraged more people to shift towards a more sustainable lifestyle, we collaborated with ITE College East to conduct a “Less Plastic is Fantastic” roadshow from 13 to 16 September 2022 at the Sengkang Integrated Transport Hub. Members of the public were encouraged to pick up or drop-off used but clean plastic bags and be more mindful in the use of these bags. Approximately 300 bags were collected and redistributed over the four-day event.



LOOKING FORWARD

At SBS Transit, we strive to continually provide reliable public transport services to encourage usage as part of our commitment towards promoting sustainability. In our sustainable transition, we comply strictly with all relevant environmental laws and regulations in Singapore. In 2022, we had zero cases of non-compliance with environmental laws and regulations.



REINFORCING OUR SOCIAL RESPONSIBILITY

TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

WE ARE COMMITTED TO MAKING RESPONSIBLE AND ACCOUNTABLE DECISIONS BY UNDERTAKING MEASURES TO ENSURE THE SAFETY AND SECURITY OF OUR CUSTOMERS AND EMPLOYEES, BOLSTER STAFF RECRUITMENT AND DEVELOPMENT, ENHANCE EMPLOYEE AND CUSTOMER ENGAGEMENT, CREATE ENJOYABLE AND INCLUSIVE CUSTOMER EXPERIENCES, AND GIVE BACK TO OUR COMMUNITY.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

CUSTOMER EXPERIENCE	SAFETY & HEALTH	EMPLOYEE CARE	SOCIAL ECONOMIC CONTRIBUTION
Maintaining customer satisfaction and experience through reliable and inclusive services.	Prioritising health and safety for all our stakeholders across our operations and services.	Ensuring employee well-being and development through training opportunities and overall diversity and inclusion.	Facilitating positive impacts to the community and broader society.



CUSTOMER EXPERIENCE

“Putting customers first” is our business ethos that drives our focus towards providing good customer experience. This section highlights our efforts to enhance our Quality of service, Customer care and relationship, and Customer inclusiveness and accessibility.

QUALITY OF SERVICE

WHY THIS ISSUE IS MATERIAL

The service that we provide to our customers forms the cornerstone of our business purpose. Ensuring reliable and excellent customer experience and service drives our business ethos of “Putting customers first” while advancing Singapore’s sustainable transition and reduction of carbon emissions through the increased use of public transportation. Therefore, delivering a positive customer experience continues to be a key focus for us. This year, in addition to the provision of reliable services, we focused on enhancing the experiences of our customers as we seek to ultimately bolster public preference for public transport.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

HOW WE MANAGE THIS

In 2022, we initiated and implemented strategic organisational shifts and changes to better manage our customer experiences, services and initiatives across our bus and rail services.

Recognising the need to expand our customer service operations and manage our strategic initiatives across both bus and rail offerings, our pre-existing Corporate Communications department, which handles customer issues, was entrusted with uplifting customers' experience and renamed Customer Experience and Communications. The Bus and Rail Customer Experience departments were also set up to initiate, improve and implement Customer Experience centric initiatives directly related to operational matters with impact to customer service on the ground. This was for greater accountability and ownership.

The management of customer experiences across our operations entails frequent Senior Management dialogues and staff communication sessions with all Heads of Departments (HODs), where initiatives and issues are presented for follow-up actions. Monthly management meetings and quarterly staff engagements for both bus and rail operations are organised where updates are shared.

SBS Transit tracks its performance relating to customer satisfaction and experience through the commissioning of independent customer satisfaction surveys.

The quality of our service rendered is tracked through the following criteria:

1. Number of compliments and commendations received
2. Number of complaints received
3. Feedback received through our various channels including our website, mobile app, Facebook page, emails, customer care hotline and passenger service teams

Our customer satisfaction is tracked via the following criteria:

1. Public Transport Council's customer satisfaction surveys
2. Customer Satisfaction Index of Singapore surveys
3. Annual independent commissioned surveys
4. Online quarterly satisfaction surveys

Through our customer feedback channels, we predominantly received feedback relating to our Bus Captains' failure to stop for customer boarding or alighting, their general demeanour towards passengers and long waiting times for buses. Concerns and feedback of our customers are addressed through serious deliberation and identification of implementable initiatives for rectification.

OUR INITIATIVES

ENHANCING RELIABILITY WITH CONDITION MONITORING TECHNOLOGIES

As we aim to achieve higher reliability and smoother operational performance.

Our train condition monitoring system installed for the point machines at NEL Punggol and Harbourfront Stations is a testament to this. Point machines enable trains to alter paths smoothly from one track to another. The condition monitoring system supervises the performance of the point machines in real-time, pre-empting faults before a serious failure can occur. If an anomaly, such as a spike in power consumption, is detected, an automatic alert will immediately be sent to our team for investigation and rectification. We are progressively rolling out the system to more stations along the NEL, with targeted completion by 2024.

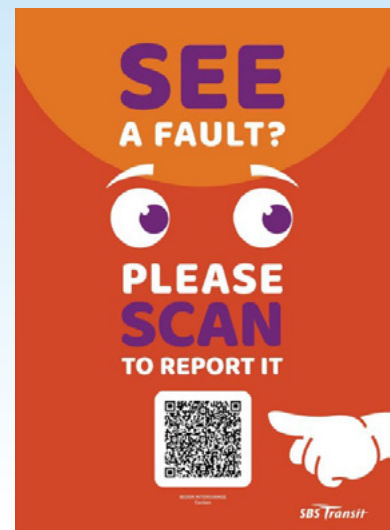
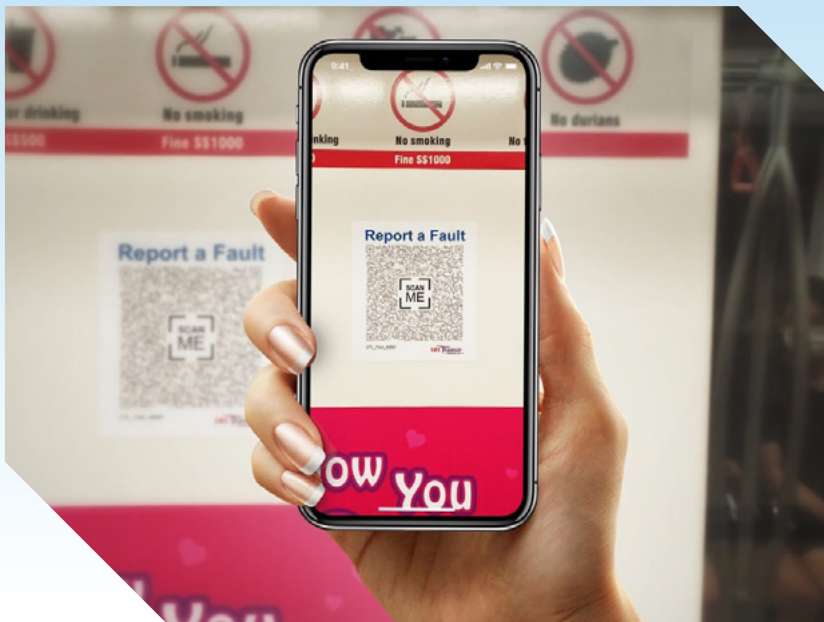
We are currently trialling condition monitoring sensors that have been installed on about 1,000 buses. These devices enable real-time fault detection and prediction, which in turn, helps to enhance fleet uptime, reduce costs, and improve customer satisfaction. By investing in this technology, we have been able to optimise our maintenance processes and improve bus reliability, which has allowed us to provide our customers with safe, comfortable, and reliable transportation services.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

PASSENGER FAULT REPORTING SYSTEM

Obtaining feedback from our customers and the community constitutes an integral part of enhancing our customer experience. We have implemented a system that allows us to obtain customer feedback when customers scan a QR code. Following the successful implementation at our MRT stations in August 2020, this system was extended to all our 18 bus interchanges and more than 3,000 buses in July 2022.

We also offer customers the option of receiving a response to their feedback. Through this, we aim to build customer trust and provide quality service as we view all customer feedback seriously.



CARES 4.0 – A SHARED VISION OF SERVICE EXCELLENCE

At SBS Transit, we have an overarching shared vision to provide our customers with Caring, Reliable, Safe and Secure service (CARES). Enhancing our existing CARES programmes, we introduced a new customer experience training for our frontline staff in 2022, while refreshing the existing CARES training curriculum to include customer experience and enhance communication for dissemination across all levels of staff. We completed two pilot runs of the new programme, "Leading with Inclusiveness", and expect to conduct further runs in 1Q 2023. Through our programmes, we seek to amplify the quality of service offered to result in higher levels of customer satisfaction.

RAISING RAIL CUSTOMER SERVICE STANDARDS E-LEARNING PROGRAM

We also launched the eLearning programme for our rail employees known as "Raising Rail Customer Service Standards" to provide insights into and comprehension of our Customer Experience strategy, the principles of Positive Customer Experience and response mechanisms at customer touchpoints. This programme was curated for the rail customer teams with specific scenarios and learning techniques to equip them with skills required in delivering quality service. As a result, our employees are able to deliver better service and keep abreast of evolving service and quality expectations and demands.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND MOVING FORWARD

In the Public Transport Council's (PTC) 2022 Customer Satisfaction Survey findings released in February 2023, the overall satisfaction score for public transport services SBS Transit received a satisfaction rating of 93.8% compared to the industry's 92.7%. Our rail overall satisfaction score was 8.2, compared to the industry's average of 8.0, while our bus operations scored 7.7, which was on par with the industry's average.

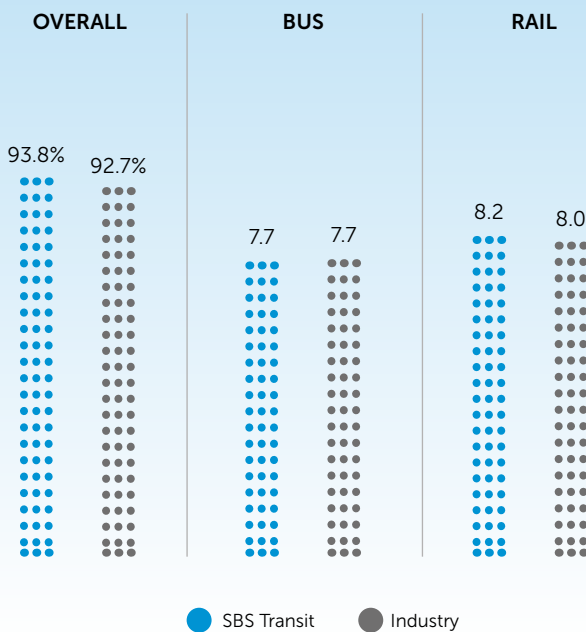
In the Customer Satisfaction Index of Singapore 2022 Q2 survey, the overall customer satisfaction score for public transportation remained unchanged compared to 2021's survey, at 74.2 and 74.5 points for rail and bus services respectively. SBS Transit scored 76.3 and 74.7 points for its rail and bus services respectively, a higher rating compared with the industry's average.

These survey findings are of critical importance as they enable us to understand how our initiative and measures perform. Knowing our performance drives our ambition to improve the quality of service rendered with a sharper focus on customer satisfaction and experience.

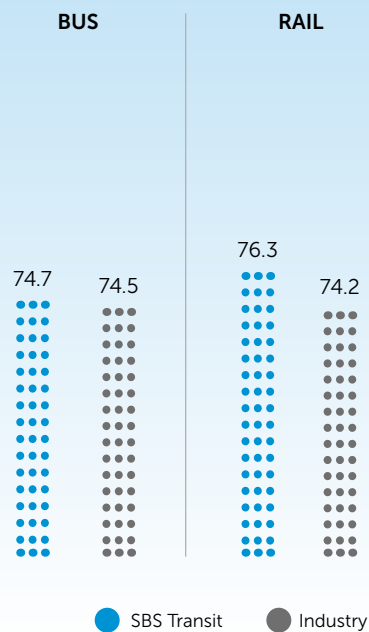
Moving into 2023, we aim to enhance the vibrancy of our stations. Enabling this, we are currently collaborating with the LTA to create and curate a diversity of services at stations that cater to various needs while complimenting the travelling routines of our customers. This will involve developing unique experiences by showcasing art pieces from neighbouring schools, creating a mural trail to sites of attractions, and playing music in stations.



PUBLIC TRANSPORT COUNCIL'S 2022 CUSTOMER SATISFACTION SURVEY



CUSTOMER SATISFACTION INDEX OF SINGAPORE 2022



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

CUSTOMER CARE AND RELATIONSHIP

WHY THIS ISSUE IS MATERIAL

We are committed to caring for our customers as part of creating positive customer experience for them. As fostering long-term relationships with our customers forms the crux of our business, it is imperative that we build good ties with them. This will ultimately help to enhance our brand equity and reputation.

HOW WE MANAGE THIS

As a public transport service provider, meeting the travel needs of our customers is critical in providing good customer care and maintaining relationships with our customers. By analysing the needs of our customers, we are able to develop solutions and initiatives to enhance their travelling experience. We further aim to foster a caring commuting culture where customers help each other by demonstrating acts of kindness and care which will contribute to pleasant journeys.

Our Customer Experience Taskforce organises monthly meetings that involve our Interchange Managers and stakeholders i.e., the Customer Experience teams and the Training department. These meetings are aimed at resolving and preventing instances of poor customer experiences on our buses and at our bus interchanges. Similarly, Senior Management, Heads of departments, Depot Heads and the Customer Experience teams are engaged in monthly meetings to monitor and review our performance in service delivery and customer service. These management meetings and staff engagement sessions help to keep our workforce engaged and informed about the initiatives and measures implemented to further customer care and relationships.

I SPOTTED A MALE CHINESE COMMUTER LOOKING FAINT AT THE ALIGHTING BERTH. WHEN I APPROACHED HIM, HE TOLD ME THAT HE WAS FEELING WEAK AND WAS UNABLE TO WALK. I QUICKLY BROUGHT A CHAIR FOR HIM TO REST. HE THEN REQUESTED TO ACTIVATE AN AMBULANCE. PARAMEDICS CHECKED AND CONFIRMED THAT HE HAD TO BE CONVEYED



ASSISTANT INTERCHANGE SUPERVISOR
STEVEN CHONG

A PRIMARY SCHOOL BOY TOOK THE WRONG BUS AND ENDED UP AT TAMPINES NORTH INTERCHANGE. WITH NO ADDRESS OR CONTACT NUMBER ON THE BOY, I CALLED UP HIS SCHOOL FOR ASSISTANCE. HIS PARENTS WERE VERY GRATEFUL THAT HE WAS SAFE AND SOUND, AND IN GOOD HANDS.



ASSISTANT INTERCHANGE SUPERVISOR
LIN JUNMIN

OUR INITIATIVES

USING TECHNOLOGY TO BETTER SERVE OUR CUSTOMERS

Our SBS Transit mobile application provides travel information to our customers on the go. Information is constantly updated so that our customers are in control of their journeys. The app is also regularly refreshed with new features to keep pace with travel needs. A new feature alerts passengers-in-wheelchairs when lifts at the MRT stations are not operating. This enables them to make alternative plans, which reduces inconveniences in their journeys.

CX@FRONTLINE

Aiming to further improve our customer service across our bus interchanges, we launched the Customer Experience@Frontline in April 2022. This enabled us to actively engage and assist our customers in particular the elderly, persons with disabilities, pregnant women, and children. Outstanding staff were nominated as CX Champions and role models for other staff to emulate. Compliments and media stories of staff who had provided excellent service are highlighted at meetings and displayed on our staff electronic boards to inspire fellow colleagues in the delivery of quality customer service.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

STAFF REWARD SCHEME

Project CHEERS! was introduced as a staff reward scheme for nominated frontliners who receive a specific compliment from the members of the public. Through this, we strive to promote the importance of customer care and relationship development through our positive reinforcement. In line with our goal to enhance internal customer experience, Project CHEERS! was also extended to include backend office staff later in the year.

CARING COMMUTER WEEK

In November 2022, we partnered Dementia Singapore to hold a week-long exhibition – “Walk in My Shoes” – at the Toa Payoh Bus Interchange, to educate and encourage the community to demonstrate care towards persons with dementia.



PUBLIC TRANSPORT WORKER'S APPRECIATION DAY

The industry's Public Transport Worker's Appreciation Day and Caring Commuter Week event was held on 5 November 2022 at the Atrium of the Toa Payoh HDB Hub. This was to encourage members of the public to show appreciation to our public transport workers. Tokens of appreciation were also presented by Transport Minister Mr S. Iswaran to some of our staff for their caring and kind service towards our customers.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



NATIONAL KINDNESS AWARD – TRANSPORT GOLD 2022

On 2 December 2022, 201 employees received the Singapore Kindness Movement’s National Kindness Award – Transport Gold. In addition, seven of them received the coveted Outstanding Award. The awards recognised our employees who had exemplified our CARES value in providing service with a heart and made a positive difference to our customers and fellow road users.

One fine example is Bus Captain Loh Kang How who stopped his bus to help victims at an accident site in October 2022. Bus Captain Low had come across smoke billowing out from a car-van collision. Fearing that the vehicles would burst into flames, he immediately stopped his bus and rushed out to assist the people trapped within the vehicles. He also alerted our Operations Control Centre to call for an ambulance. As a result, the three accident victims were safely rescued. Bus Captain Loh is one of our many Bus Captains who have shown tremendous courage and kindness by responding to an emergency; sometimes even putting their own safety on the line to do so.



CUSTOMER INCLUSIVENESS AND ACCESSIBILITY

WHY THIS ISSUE IS MATERIAL

As a public transport provider, we stand firm in our belief of creating an inclusive and accessible environment where customers with special needs and disabilities are able to confidently travel on our buses and trains. Currently, more than 15% of Singapore’s population is aged 65 and above, and this is expected to double in 15 years’ time. With a growing ageing population, we expect an increase in elderly customers travelling on our buses and trains. Therefore, we are cognisant of the need to enable our vulnerable customers to travel safely and independently. We strive to achieve this through measures and initiatives aimed at increasing inclusiveness and accessibility.

HOW WE MANAGE THIS

To ensure that customers with disabilities and vulnerabilities are well-taken care of and have the assistance they require on their journeys, we collaborated with Social Service Agencies (SSAs) to understand the challenges faced by vulnerable communities and find

solutions to create a more inclusive public transport system. Through discussions with the SSAs and their beneficiaries, we were able to identify needs and explore initiatives to improve their travel experiences. This resulted in our signature “Travel with Confidence” umbrella programme designed with various initiatives to make travel inclusive and accessible. We also strived to involve passengers with disabilities in the co-designing of these solutions to increase the effectiveness of our initiatives.

We hold a quarterly reviews and meeting with the Board’s Service Quality Committee to review the effectiveness of our initiatives. Furthermore, we aim to ramp up our support of social enterprises and service agencies that employ person with disabilities (PWDs) by engaging their services or procuring their goods. Since 2015, we have been engaging Bizlink Centre’s floral and hamper gift service to provide hampers for use in our service recovery efforts. Besides this, we also utilise catering services operated by social enterprises to provide meals for our employees on special occasions and during public holidays when they are at work.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES

FIND YOUR WAY

Studies have identified nostalgia and reminiscence as key elements used to stimulate parts of the brain that deal with long-term memory and cognition. Collaborating with Dementia Singapore, we rolled out the “Find Your Way” initiative that makes use of nostalgic murals and colour-coded directional floor stickers to help persons living with dementia navigate their way safely and independently in our bus interchanges and MRT stations. At bus interchanges, they point the way to the boarding berths of the intended bus service while at MRT station, they direct the way to the correct exits.

This initiative was launched at Toa Payoh Bus Interchange in February 2022 and subsequently at the Chinatown MRT Station in August 2022. It will be rolled out to nine premises in the pilot phase - four bus interchanges and five MRT stations that are frequented by elderly customers - to assess its effectiveness before extending it to more locations.



TRAVEL BUDDY

The “Travel Buddy” Programme was rolled out in December 2022 with the support of SPD – a local charity that helps PWDs. Upon request, trained SBS Transit staff accompany PWDs on their journeys and share practical tips in getting to their destinations, to help them travel independently and with confidence. Currently, we have about 30 staff trained as Travel Buddies, including four who are PWDs themselves.

STAIR CLIMBER

We piloted a Stair Climber at NEL Outram Park MRT station in collaboration with the Handicaps Welfare Association (HWA) in December 2022. The Stair Climber is a specialised equipment that enables passengers-in-wheelchairs to go up and down the boarding platform when the lift is unavailable. This allows passengers-in-wheelchairs to keep their medical appointments at the neighbouring medical hub even when the lifts are down. More Stair Climbers will be deployed to other MRT stations if the pilot is successful.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

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DEMENTIA GO-TO POINT

In collaboration with the Agency for Integrated Care and as part of the Dementia-Friendly Singapore initiative, we implemented the Dementia Go-To Points (GTPs) at all our 50 MRT stations, 18 bus interchanges and 7 bus terminals.

GTPs serve as “safe return” points to connect lost or confused persons with dementia with their family member or next of kin. They also act as resource centres to provide useful information on dementia.

To be certified as GTPs, some 700 employees attended specialised training to identify and assist persons with dementia.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



INDEPENDENT COMMUTING

In 2022, we donated two decommissioned buses to two special needs schools - ASPN Chaoyang School and St Andrew's Autism School - to enable the schools to train their students in taking public buses safely, independently and with confidence.

We also conducted a series of familiarisation visits to a bus interchange for some 150 students and teachers from Metta School, a special needs school. They visited the Tampines Concourse Bus Interchange for a learning experience where they had the opportunity to learn how to safely board and alight from a bus as well as practise gracious behaviour on board such as keeping their voices down and queuing up in an orderly manner to board the bus. This equips them with the necessary skills to travel independently and confidently on our public buses.

Besides schools, we also donated a decommissioned bus to the Tan Tock Seng Hospital (TTSH) for patient rehabilitation use. At the hospital's soon-to-be-opened Integrated Care Hub, the bus will help

patients recuperating from amputations, complex strokes, brain, or spinal injuries adjust to their new circumstances and learn how to board and alight from the bus safely using their mobility aids or wheelchairs.

We also partnered with the Ang Mo Kio-Thye Hwa Kwan Hospital to help their soon-to-be-discharged patients learn how to commute independently on public bus. We do this by providing a dedicated bus for them to practise boarding and alighting with their mobility aids.

We are also working with local charity, SPD, to roll out pictorial communication boards across all bus interchanges. The aim is to bridge communication barriers between our staff and passengers who face difficulties communicating their needs due to disability. Specifically, the communication board simplifies common enquiries into short phrases with visual symbols where passengers can point to relevant symbols and get the appropriate help at any of our Passenger Service Centres.



EMPOWERING CUSTOMERS

In our community outreach, we screened short engaging videos on how to go about helping passengers in wheelchairs in their commute on our TV screens at our MRT stations as well as on our Facebook page. This empowers customers with knowledge to step forward to render assistance to passengers-in-wheelchairs. Partnering with the Singapore Kindness Movement, we also screened videos at our bus interchanges and MRT stations in November 2022 to remind customers to be kind and gracious towards each other.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

SAFETY & HEALTH

The safety and health of our customers, employees and contractors remain a key concern and priority for us. This section highlights our initiatives to safeguard our customers, employees and contractor's health and safety.

CUSTOMER SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

Providing safe and reliable public transport service is the cornerstone to building our credibility as a trusted transport service provider. We safeguard the safety and health of our customers through close management of our operations, maintenance, monitoring of our public transport services and implementation of measures to prevent the occurrence of accidents. Although COVID-19 restrictions have lifted, we continue to keep our premises clean for our customers to travel with peace of mind.

HOW WE MANAGE THIS

Our Safety and Health Policy prioritises overall safety across our train and bus systems and facilities, providing oversight to safeguard the health and safety of our customers. At SBS Transit, we often engage our stakeholders to keep them informed of the remediation or updated actions to prevent infringements on commuter safety.

Demonstrating our commitment to providing and maintaining a safe environment for our customers, our bus and rail safety teams hold monthly Management Meetings to review all safety incidents and analyse safety statistics. The meetings entail the monitoring of significant incidents¹⁴ or accidents, and a formal review of the actions arising

from these investigations until their closure through the deployment of applicable mitigation interim measures.

For our Bus Captains, the Safety Focus Group serves as a platform for them to meet the Interchange Managers, supervisors, or service mentors regularly to update and discuss safety issues. Bus Captains with recent accidents are required to attend Focus Groups conducted by their Interchange Groups and mentors. Union representatives also participate in these Focus Groups to help and support Bus Captains be safe drivers.

In the event of an accident, incident or near miss involving our stakeholders including employees, contractors and customers, we investigate the incident to identify immediate and underlying cause/causes. Subsequently, remediation measures are established to prevent recurrence of the accident. Over the years, some of our mitigation measures to prevent accidents include procedural enhancement, fortification of rules and procedures, stringent departmental work instructions, enforceable operating procedures and instructions in addition to updating training courses to include lessons learnt from past incidents or accidents.

We maintain communication with our passengers via the SBS Transit Customer Care hotline or email, whereby our Customer Care Officers respond to passengers who provide feedback pertaining to safety. Consequently, our Customer Care Officers evaluate and respond to passenger feedback with the advice of our Safety, Operations and Engineering departments through the Feedback Management Portal.



The Public Transport Tripartite Committee (PTTC) has appointed Safety Champions (SC) to reinforce safety among public transport operators. Appointed in August 2022 by Senior Minister of State, Mr Chee Hong Tat, upon nomination by the NTWU, SCs serve in their respective organisations to disseminate safety messages, share safety lessons from past experiences, and garner feedback from public transport workers for improvements in workplace and operational safety. The SCs are included in various safety management forums, events, and activities, such as the Signal Passed At Danger (SPAD) workgroup and Tripartite Rail/Bus Industry Safety and Security Community of Practice.

¹⁴ Significant incidents refer to accidents or incidents that results in serious injuries including bone fractures, amputation, loss of limbs, permanent disabilities, inpatient hospitalisation of more than 48 hours.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES

With the health and safety of our customers and passengers as priorities, we have implemented various initiatives to limit associated hazards or risks, as exemplified below.

ESCALATOR SAFETY FOR CUSTOMERS AND THE ELDERLY

In 2022, we continued to display life-sized posters featuring colourful illustrations with safety messages to hold onto escalator handrails firmly and introduced dual-speed escalators during off-peak hours at our MRT stations. We also introduced safety messages at the landing of escalators in nine MRT stations.

In 2021, we modified 31 escalators at selected MRT stations to enable them to operate with slower speeds during off-peak hours to better serve our elderly customers. In 2022, we further modified another nine escalators for the same purpose. In addition, we have been actively educating passengers on escalator safety by distributing tissue packets and brochures with safety messages at the Chinatown MRT Station. As a result of these safety measures, we have observed a decrease in escalator-related accidents, especially at the Chinatown Station.

In 2022, we rolled out the installation of portable speakers to announce escalator safety messages to five more locations - DTL Tampines West and Expo Stations, NEL Hougang, Kovan and Boon Keng Stations - which brought the total number of stations to nine. These stations were targeted as they had a high number of escalator accidents involving the elderly and are located in matured estates. The speakers are placed next to the escalators with safety messages in English and Mandarin as well as Chinese dialects to effectively reach out to elderly customers.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

CUSTOMER SAFETY CAMPAIGNS FOR BUS TRAVELS

We launched our No-Falls-On Board (“NFOB”) campaign at Tampines Interchange in October 2022, which was graced by Mr Desmond Choo, Mayor of North East District and Advisor to Tampines Grassroots Organisation. This was to encourage passengers to pay attention to bus safety. Twenty students from Tampines and Chongzheng Primary School joined us as safety ambassadors to communicate safety messages to our customers in particular senior citizens.

The NFOB initiative educates passengers on the importance of bus safety through the following three key messages:

1. Hold on to support at all times
2. Remain seated until the bus stops
3. Remain on the lower deck for vulnerable customers such as the elderly, pregnant women and passengers with mobility difficulties

We continued with our NFOB campaign by organising monthly roadshows and distributing flyers at various bus interchanges to promote on-board safety to



our customers in particular the elderly, pregnant women, and persons with disabilities. Roadshows were held at the Toa Payoh Bus Interchange in November 2022 and at the Clementi Bus Interchange in December 2022. As a supplement to this initiative, we also produced videos on bus safety that were published across our social media channels.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

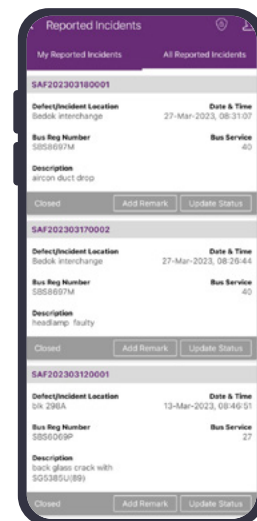
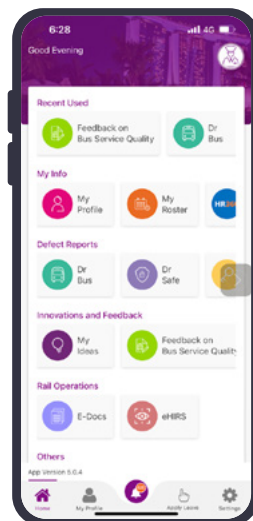
SAFETY PROGRAMMES AND TRAINING FOR EMPLOYEES

Our annual training programme known as “Centralised Safety and Security Training” (CCST) encourages safe driving of company vehicles. This training covers various topics including case studies of local and overseas accidents and ways to prevent them. It utilises video replays and CCTV footage to illustrate the consequences of driving errors, and emphasises the importance of safe driving. Since 2013, we have also been collaborating with agencies such as the Traffic Police to share its expertise and experiences in traffic safety with our employees.

Promoting a culture of safety first, a Safety Message of the day is displayed at every of our bus interchanges and depots, in Bus Captains’ lounges, or near the despatch points. This serves as a reminder of the Company’s safety drills and procedures before they proceed with their work. These messages are changed daily so that staff can be regularly refreshed in their safety knowledge.

The Bus Safety Department uses our employee mobile app, iLink, to send out safety advisories, circulars, bulletins, and safety alerts. These may also include documents, short videos and photographs. It also uploads weekly Safety Advisory and monthly Team Briefing topics. Upon uploading, staff are informed through a push notification alert. This is especially helpful for our Bus Captains as they are alerted to recent accidents and incidents, which prompt them to remain extra vigilant and cautious when on duty.

Employees are also able to report a sub-standard act or unsafe condition via iLink so that the situation can be looked into quickly and corrective actions taken, if warranted.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



ELIMINATING BLIND SPOTS THROUGH TECHNOLOGY

Aimed at minimising blind spot-related accidents, we are trialling the use of a 360-degree 3D Surround View camera system to assess its effectiveness in increasing our BCs' visual awareness of their surroundings when manoeuvring tight spaces or making turns at low speeds at junctions and within bus parks and depots.

In 2022, we started to trial the system on two buses - a single deck and double deck. These buses are deployed on routes that have a history of accidents involving sideswipes with other vehicles, reversing vehicles and vulnerable road users at traffic junctions. We made careful consideration

of the trial's parameters to ensure that they would not distract the Bus Captains' driving attention as they sought to improve the safety of passengers and road users.

Meanwhile, we are also trialling another system that uses digital side mirrors which employ high-definition digital cameras and internal displays that enhance the traditional side mirrors. This system offers a wider field of view with the screens positioned at the same level as the external mirrors to help eliminate glare while automatically adjusting the brightness for clear visibility during the day and also at night. Similarly, this system has been installed on two buses to assess its effectiveness.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GOLDENEYE SYSTEM

Goldeneye is fatigue monitoring system that helps our Bus Captains stay alert and focussed while on the road. Through the use of machine vision technology, it is able to detect the first signs of fatigue and distraction and provide real-time feedback to the Bus Captain through audio, visual and haptic alerts. Initiated in 2019, 30 units of Goldeneye were put on trial in three bus services. In 2022, we extended

the trial to another 34 buses and incorporated other tracking and monitoring features to further enhance its effectiveness in alerting affected Bus Captains.

Following the successful trial, we will continue to deploy more Goldeneye units to other bus services to deliver higher standards of safety to our customers and Bus Captains.



iLEARN - BUS CAPTAIN'S IDENTIFICATION FOR SAFETY INTERVENTION TRAINING

The iLearn initiative helps in identifying Bus Captains with unsafe driving behaviour through a combination of driving telematics data and accident records. This data analytics tool enables supervisors and managers to gain a more comprehensive understanding of the driving performance of the Bus Captains under their charge and provide timely and targeted training interventions.

As a result, we are able to optimise and allocate our training resources more effectively to ensure Bus Captains who require remedial training are scheduled for immediate placement while others attend annual e-learning training to reinforce safe driving behaviour.



In mid-2022, we continued to invest further resources into iLearn to digitalise and integrate data sets from other systems such as the Feedback Management Portal, which provides information on individual Bus Captains' service performance, and the HR360 system, which monitors Bus Captains' training records and their safe driving records. Through this integrative process, we are able to obtain holistic and predictive insights into the driving behaviour of our Bus Captains and their performance in customer service for intervention or recognition.

The outcomes we hope to achieve are:

1. Reduced accident rate
2. Improved Bus Captains' driving and
3. Good Customer Experience and improved journey experience for customers

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, there were zero incidents of non-compliance with regulations resulting in a fine or penalty or warning with regard to any infringements to health and safety. We are pleased to also report that there were zero incidences involving customer and passenger health or injuries due to our maintenance works.

However, we had a total of three fatal traffic accidents where our Bus Captains were established to be not at fault in two of the cases. To minimise the recurrence of such accidents, we immediately shared these case studies with all our Bus Captains for their awareness while focusing on lessons learnt. Since then, we have enhanced our efforts in providing education, training, and enforcement checks to strengthen the vigilance of our Bus Captains on the road.

We have also increased the frequency of our enforcement checks to ensure strict adherence on junction drills. SBS Transit remains committed to strengthening and maintaining our efforts in minimising potential accidents and incidents amongst our customers.

At SBS Transit, our goal is always zero incidents when it comes to commuter health and injury. In 2022, we achieved zero incidents in:

- Mainline service collision
- Mainline service derailment
- At-fault traffic accident
- Fire incidents at station / bus interchange / bus terminals
- Fire incidents on train / bus
- Fire incidents in tunnel

Road & passenger safety

	2020	2021	2022
Road & Passenger fatalities	0	2	3*
Passenger injuries – including 3rd party (Rate per million passengers)	Bus: 242 (0.41)	Bus: 278 (0.47)	Bus: 289 (0.46)
Number of bus accidents per 100,000km	0.1	0.1	0.1

*Bus Captains were established to be not at fault in two of the cases.

GRI 416-1: Assessment of the health and safety impact of product and service categories

Percentage of significant product and service categories which health and safety impacts are assessed for improvement	100%
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REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



EMPLOYEE AND CONTRACTOR SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

The safety of our employees and contractors is our top priority as a public transport service provider. Failing to adhere to safety and health protocols could have adverse consequences on our customers, communities as well as our reputation.

HOW WE MANAGE THIS

Our Management team is responsible for the safety of our employees and contractors. The team enforces compliance to all applicable rules and procedures including legal compliance to the Workplace Safety and Health Act, relevant regulations and Codes of Practice while concurrently maintaining a healthy work environment and the overall safety of our workforce. Furthermore, the team ensures sustained interactions between appropriate parties to resolve safety issues.

Our Safety and Health policy outlines our top priorities relating to employees' and contractors' operational and workplace safety. It includes complying with all statutory and licensing requirements, avoiding loss of lives, preventing injury and work-related ill health, maintaining a culture of safety and health and encouraging workers' participation. Our Heads of Department and managers are responsible for identifying, assessing, controlling, and eliminating all potential hazards in the workplace. This is done through regular risk assessments and safety inspections and taking necessary actions to comply with legal requirements and procedures. Additionally, all safety and health related incidents involving staff, contractors

and public are investigated and corrective actions taken when necessary.

At the Rail and Bus Business Meetings and Safety Steering Committee Meeting, reviews for all safety incidents are conducted and subsequent feedback are monitored to carry out formal investigative reviews. Thereafter, control measures are put up to address and prevent the reoccurrence of such incidences. Additionally, our Rail Operations Division adopts the 'Just Culture' that lays the foundation for a fair and just approach to managing errors and mistakes. This is especially important in our high-risk industry, as it recognises inevitable errors and focusses on identifying and addressing the underlying causes rather than blaming individuals. The goal is to create an environment where employees feel safe to report errors and near-misses without fear of punishment or disciplinary actions. Ultimately, a Just Culture is essential for improving safety and preventing errors from happening in the future and it demonstrates joint responsibilities between Management and staff in keeping the workplace safe.

REINFORCING OUR OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

Our health and safety management system is ISO 45001 Occupational Health and Safety Management System-certified indicating full compliance with the Workplace Safety and Health (WSH) Act and the Ministry of Manpower's Approved Codes of Practice. This certification demonstrates our dedication to promoting health and safety by implementing a thorough management system capable of effectively managing all associated risks and hazards.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

As a means of identifying safety and health risks, the WSH Risk Management Procedure carries out risk assessments and ensures risk control measures are implemented before any work commences. The WSH Risk Assessment Form is also inclusive of this procedure and applies to all Rail Engineering and Operations activities including routine ones.

Where hazards and risks are identified, mitigation measures are identified by pinpointing the most relevant interim and permanent controls with respect to the level of risks posed. The hierarchy of controls to eliminate hazards and risks are as follows: To eliminate the risk and hazard, reduce the risk through substitution, isolation, and engineering controls, and finally reducing the risk through administrative controls.

All risk assessments are conducted by a Team Leader who is mandated to have attended and passed the Workforce Skill Qualification WSQ Risk Management Course. The course allows participants to identify workplace hazards, its likelihood and consequences, and hazard assessments while educating them on the documentation process of the WSH risk register. The Risk Assessment is reviewed every three years, in the event of an accident or where there is a significant change in work processes.

Our Safety Management Systems are reviewed yearly during the annual management review meeting after the internal and external certification audits. This serves to maintain a high level of overarching control and assurance over our safety measures, ensuring that all safety instructions and procedures are updated. Internal audits are conducted annually by teams of department

representatives trained to audit the implementation of and compliance to the integrated (ISO 9001, ISO45001 and ISO55001) management system. In 2022, the internal audits were conducted between 7 and 19 April and again from 10 to 19 October. Annual external audits are undertaken by accredited external certification bodies, and this includes onsite physical workplace assessments. Additionally, we carry out internal workplace inspections and safety observations to identify hazards in the work activities and workplace environment and reduce the risk of dangerous acts and conditions. All Heads of Department, Managers, Executives and Workplace Safety and Health Officers conduct at least one safety inspection per month while Senior Management undertakes a safety walkabout together with Union representatives every quarter.

In cases of work-related incidents, our Hazard Incident Report System and Incident Reporting and Investigation Reports Procedure investigate incidents using the "People, Environment, Equipment, Procedures, Organisation" methodology. This methodology incorporates the Reason Model Analysis on active failures, usually involving human errors in combination with environmental risks or other triggering events, to find the breach in our defences. We have also implemented Bus Interchange Depot Access Request (BIDAR) system for temporary and contract employees. This system ensures all delegated work is pre-evaluated with regard to affiliated safety hazards prior to their entry -to our premises. This requires the contractors to provide necessary documentation, work process and relevant certificates for the intended work activities. In doing so, we hope to bolster accountability and transparency.

OUR INITIATIVES

EMPLOYEE TRAINING PROGRAMMES

Ensuring staff competency across functions is paramount for us. As a means of minimising the occupational risks and harm to our employees and contractors, competency training and assessment is mandatory. In all our technical training, safety is a topic which is accorded the highest priority. The training programme outlines our hazard control measures, actions, safety induction and any changes to regular work procedures. We also monitor the validity, if applicable, of our safety related training using our Learning Management System, HR360. As a result, staff are reminded to attend the First Aid refresher course between three to six months before their two-year certification expires.

As safety incidents are sporadic, we recognise the need for reiteration. Therefore, conducting refresher training formulates a large facet of our training culture. On a regular basis, whether annually or twice in a year, refresher training is conducted through various means, including facilitated training, eLearning or participation in exercises or simulated scenarios.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

EMPOWERING OUR EMPLOYEES TO ENHANCE SAFETY MEASURES

We have numerous processes that enable workers to report work-related health hazards and potential situations that they believe could result in injury or ill-health. These include the Employee App iLink, Safety & Security feedback QR code, 24/7 Snap and Send contact, 24/7 Safety Hotline. These channels are available to both staff and contractors. We also protect our workers from reprisals through a Whistle Blowing Policy and an alert line that enable reports to be made on work-related and hazardous situations.

All staff and contractors undergo a mandatory safety induction programme that encourages them to refuse execution of work processes that are non-compliant with safety rules and procedures. At SBS Transit, we empower our contractors and employees to halt work if any unsafe act or conditions are present.

SBS Transit has also adopted the WSH Advocates Scheme since 2020 in support of the WSH Council's WSH Advocates Programme. A group of WSH Advocates have been appointed by Management to serve as additional safety proponents in the workplace to promote WSH culture and identify safety and health gaps, among other safety aspects.

The objectives of the WSH Advocates Scheme are:

- Promote Safety Culture among the peers
- Intervene in unsafe acts
- Encourage employees' involvement in promoting WSH at work
- Improve productivity with less workplace injuries and accidents

As we strive to further promote health and safety amongst our workers, we provide health and safety services contributing to the identification and elimination of hazards. These services include health surveillance for staff exposed to excessive noise, annual health screenings, toxicology, and medical examinations for accidents by appointed clinics.

Some of our initiatives to communicate and educate our employees and contractors include conducting an annual safety and health awareness programme, a monthly safety day on safety communication, monthly safety bulletin and snippets, a Contractors' Safety Dialogue session and the Last Mile Safety Programme. The Last Mile Safety Programme, implemented in 2020, enhances the safety awareness of staff and instils personal responsibility on ground safety enforcement while influencing co-workers to be safety conscious.

These initiatives aid in promoting cooperation, feedback, and cognisance from precedent incidences to ultimately establish best practices. They also empower our employees to adopt a safety mindset and ensure a safe and healthy working environment.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

MITIGATING REVERSING HAZARDS

Aimed at preventing accidents at bus parks when Bus Captains reverse out of parking lots, we conducted a trial at the Buona Vista bus terminal that involved extending the parking lines. This resulted in a successful reduction of accidents, which led to the expansion of this safety initiative to other premises. Since then, accidents of such a nature due to Bus Captains' error in judgement have reduced significantly.

At bus interchanges and terminals, buses reverse out from head-in parking lots which carries the risk of collision with an oncoming or another reversing bus within the bus park. Collaborating with the LTA, we implemented a blinker-reversing sensor system on selected bus parking lots with high incidence of such hazards and risks. To-date, the system has been installed on selected parking lots at several bus interchanges including Harbourfront, Bukit Merah and Toa Payoh, to alert Bus Captains to reversing buses.



To ensure the safety of both Bus Captains and passengers, a speed limit of 15km/h has been established for travel within bus interchanges. Signages and safety checks have also been put in place to remind Bus Captains of the limit with the Vehicle-Activated Speed Display installed at strategic locations to display real-time bus speed and encourage compliance. Additionally, humps have also been installed at selected parking lots with slope terrain in the Ulu Pandan Bus Depot to minimise incidence of runaway buses if the handbrake is not engaged when the Bus Captains leave the cabin. All of these measures target to improve and ensure safety for both Bus Captains and passengers.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

As an affirmation of our commitment to health and safety, SBS Transit achieved three awards in 2022. These awards were the NTUC's U Safe Champion Award, the Singapore Road Safety Council's Singapore Road Safety Awards and the LTA's Public Transport Safety and Security Awards.

In 2022, there was a fatal accident involving a bus captain, where the bus mounted the pavement and collided onto a tree. The incident is still under investigation by regulators, and the cause of the incident is yet to be determined. Following the incident, safety time-out sessions were effected to heighten the vigilance, safety advisories were issued to all bus captains for the awareness, and accident prevention pointers were reiterated.

We will continue to equip our employees with relevant health and safety knowledge through training including drills, and employ technology to further enhance our employees' safety and security.

From 2023 onwards, the Board Sustainability Committee will assume oversight of all safety and health related matters in the organisation. It will not only review the policies and practices established by the individual business units but also set and assess their safety and health targets. The Committee will additionally also measure performance against target to ensure the organisation's strategic plans and business goals are adequately considered. Its responsibilities will also include monitoring and considering emerging safety and health trends as well as issues that may have strategic, business, and reputational implications to the Company. With periodic reports submitted by the Management and reports on safety and health topics from external parties, it will make recommendations to the Board as necessary.

GRI 403-9: Work-related injuries

	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related injuries	1	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	25	4
Main types of work-related injury	Slip, trip & fall	Slip, trip & fall
Number of hours worked	26,223,901	3,011,161
OCCUPATIONAL HEALTH & SAFETY RATES¹⁵		
Rate of fatalities from work-related injuries	0.04	0
Rate of high-consequence work-related injuries	0	0
Rate of recordable work-related injuries¹⁶	0.95	1.33

The three high-consequence injuries identified by SBS Transit include (1) slips, trips, and falls, (2) injuries due to traffic accident, and (3) injuries due to misstep. These hazards are determined through statistical records, regular workplace inspections and incident investigation reports. Slips, trips and falls, and injuries due to misstep are attributed to personal negligence and lack of situational awareness. To minimise these risks, more thorough inspections have been carried out. On the other hand, injuries due to traffic accidents are largely attributed to

failure of compliance to standard operating procedures, personal negligence, and other factors denoted through investigative outcomes. To minimise and eliminate these risks, we have emphasised on continuous education of our staff and enhanced enforcement of standard operating procedures. In 2022, SBS Transit had no fatalities from work-related ill health or recordable work-related ill health.

¹⁵ Multiplier used to calculate rate occupational health and safety rates is 1,000,000

¹⁶ The calculation of the rate of work-related injuries is based on the formula of (number of injuries / numbers of man hours per region) x 1,000,000 man hours worked.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GRI 403-9: Recordable work-related injury for all employees¹⁷

	BUS			RAIL		
	2020	2021	2022	2020	2021	2022
Number	31	38	25	4	6	4
Rate	1.47	1.83	1.22	0.49	0.71	0.69

Work-related injury rate WIR per 100,000 employed persons

WIR PER 100,000 EMPLOYEES ¹⁸	2020	2021	2022
Bus	293.3	420.9	245.3
Rail	108.0	160.0	107.4

EMPLOYEE CARE

We prioritise employee care because it creates a positive workplace culture that can lead to improved productivity, greater employee satisfaction and a higher retention level. As such, this section highlights training, well-being and fair workplace initiatives that are in place to safeguard our employee's well-being.

EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

WHY THIS ISSUE IS MATERIAL

As our workforce is essential in delivering our business objectives, we prioritise the development and success of our employees. With the public transportation industry rapidly evolving, we are committed to equipping our employees with the necessary skills, knowledge, and competencies for their development and success.

HOW WE MANAGE THIS

We are committed to supporting the career aspirations of our employees by offering a wide array of training courses that equip them with technical skills and knowledge required to excel in their roles. To enhance leadership capabilities, we have implemented eight new programmes designed under the SBS Transit leadership framework. We will also be rolling out a new programme focused on customer experience for leaders under the umbrella of CARES.

To facilitate career progression, we strongly encourage our staff to discuss their career ambitions and training needs during their annual performance appraisals. Technical teams also conduct their Individual Development Plan IDP exercise annually, which recommends courses based on corporate seniority and job scope. Reporting Officers use the templates to hold training needs discussion during their performance appraisals. This helps us formulate our training needs schedule and strategy.



¹⁷ The calculation of the rate of work-related injuries is based on the formula [(No. of injuries)/(No. of man hours)] x 1,000,000 man hours worked. In 2022, the total number of man hours were 20,415,374 and 5,808,527 hours for Bus and Rail respectively

¹⁸ The calculation of WIR is based on the formula [(No. of Fatal and Non-Fatal Workplace Injuries)/(No. of Employed Persons)] x 100,000. In 2022, employed persons for Bus and Rail were 10,599 and 3,275 respectively

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES

BUILDING UP OUR TECHNICAL COMPETENCE WITHIN THE ORGANISATION

SBS Transit is committed to professionalising the bus engineering sector and promoting industry-wide recognition and benchmarking of technicians' competencies. We developed a joint certification with the LTA Singapore Bus Academy and the Institution of Engineers, Singapore called the Technician Specialist Certification course.

LEVELS OF CERTIFICATION	NUMBER OF CERTIFIED STAFF
Level 1 – Certification for Technical Specialist	125
Level 2 – Chartered Engineering Technician	48
Level 3 – Chartered Engineering Technologist	12



As we embrace Industry 4.0, SBS Transit is dedicated to preparing our pool of workforce to be digitally savvy. We introduced them to various uses of the Internet of Things and guided our matured workers through digital complexities with help from the Infocomm Media Development Authority (IMDA) SG Digital Office's friendly digital ambassadors. These ambassadors visited our Hougang Central and Tampines Bus Interchanges to equip our older Bus Captains and staff with digital skills to stay connected to their family and friends, as well as better access digital government services, financial services, payments and more through their smartphones.

We further supported the growth of our people by sponsoring them for study programme at various levels from diploma to masters and granting them study leave. In 2022, we are proud to announce that two of our colleagues graduated with a Master's in Railway Systems Engineering and Integration from the University of Birmingham in the UK.



As more green buses come on stream, our bus technicians continued to attend training programmes to be equipped in handling high voltage vehicles safely. In November 2022, 46 of our technical staff were the first in the industry to be certified under the National Electric Vehicles Specialist Safety NESS course that was launched just two months before. This course equips individuals with skills to maintain and service electric and diesel hybrid vehicles safely. Prior to this, they attained the Certificate of Competency at the Expert level in a course that

we had jointly developed with the ITE College West on handling high voltage buses. The rest of our 480 technicians will continue to be put through the basic module of this course to provide them with some basic knowledge of working with these systems.

To enhance our workforce productivity, we invested \$1.0 million to set up the Rail Training Institute in December 2022. The Rail Training Institute is responsible for the progressive training and development frameworks for rail employees and leverage innovative technology such as Virtual Reality (VR), Augmented Reality (AR) and Mixed Reality to provide training on the go. This results in a more efficiently trained workforce that can start work quickly and effectively, achieving a productive, multi-skilled workforce.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

WORK-STUDY DIPLOMA IN LAND TRANSPORT ENGINEERING

In addition to upskilling our current employees, we conduct outreach training programmes for individuals interested in joining the transport industry. In May 2022, SBS Transit signed a Memorandum of Understanding (MoU) with the Institute of Technical Education (ITE) to collaborate and offer training services to students and staff interested in land transport engineering. Students are equipped with the necessary technician skillsets and receive training to hone their supervisory skills, technical diagnostics as well as operations and planning abilities.



ACCESSIBLE ONLINE TRAINING

Since 2021, we have launched e-learning modules to support our staff's continuous learning journey. These bite-sized modules consist of soft skills and awareness training that can be accessed anytime through self-directed learning. In 2022, we introduced the single sign on login feature in iLink, enabling staff to access their e-learning conveniently.

For Bus Captains who are constantly on the road, we leveraged digital learning to equip them with the knowledge they need while enabling us to better meet operational needs.

DRIVING TRAINING SYSTEM

In 2022, we acquired a new driving training assessment and debriefing tool to facilitate timely debriefing of lessons learnt by our trainee drivers to be competent drivers. With the support of evidence-based data, trainees can objectively review their mistakes and gaps after each practical lesson. Training time can also be better optimised for more practical sessions behind the wheel to improve driving proficiency and confidence. This has resulted in an increase in the number of trainees passing their assessment tests from 90% to 95%.

As a leading Public Bus Service Provider, it is important for us to have a technologically advanced and up-to-date training system and methodology to grow a pool of safe and competent Bus Captains as we strive to attract more Singaporeans to join the profession.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND MOVING FORWARD

In 2022, we provided additional training through our CARES programmes and achieved an increase in employee average training hours from 27 to 39.43 hours. Moving forward, we aim to continue in improving the quality and content depth of our training and introducing new training and upskilling programmes for our employees.

Our bus technicians have once again showcased their exceptional skills and expertise by winning the top two prizes at the Singapore BusTech Grand Challenge held on 28 Nov 2022. This was a repeat of



2021's outstanding performance and a reflection of our commitment and programmes in strengthening our employees' competency. We were also presented with the Workplace Learning Organisation of Excellence Award (Platinum) by the National Centre of Excellence for Workplace Learning.

GRI 404-1: Average hours of training per year

	MALE	FEMALE	TOTAL
FULL-TIME EMPLOYEES			
Senior Management	31.99	6.48	29.39
Middle Management	57.57	36.79	53.57
Operations & Support Employees	38.08	37.99	38.07
Overall	39.62	37.60	39.43
TEMPORARY OR CONTRACT EMPLOYEES			
Other employees	14.52	13.33	14.34

GRI404-3: Percentage of employees receiving regular performance and career development reviews

	MALE	FEMALE
Total number of employees	9,087	957
Total number of employees who receive a regular performance and career development review	9,087	957
Percentage of total employees by gender who receive a regular performance and career development review	100%	100%

	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	OPERATIONS & SUPPORT EMPLOYEES
Total number of employees	49	852	9,143
Percentage of total employees by job category who received a regular performance and career development review	100%	100%	100%

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

WELL-BEING AND WORK LIFE BALANCE

WHY THIS ISSUE IS MATERIAL

At SBS Transit, we place strong emphasis on our employees' mental wellness and quality of life. Their well-being and work-life balance are key to SBS Transit's successful and sustainable operations. We recognise that a physically and mentally healthy workforce is essential for achieving our business objectives of providing reliable transport services. Therefore, we are committed to promoting work-life harmony and providing support to our employees for any challenges that they may face.



HOW WE MANAGE THIS

At SBS Transit, we continuously advocate for the physical, mental, and social wellness and health of our employees. We provide health screening programmes and free annual health check-ups to ensure their well-being. In 2022, we were able to organise more mental well-being and wellness initiatives due to the lifting of the pandemic measures. These activities and initiatives were reviewed, and their effectiveness measured through our Employee Engagement Survey, which serves as a benchmark for employee well-being and engagement. Studies have shown that employees who are healthy and happy are almost twice as likely to be engaged and enjoy their work. Another benchmark we use is the number of HR-related awards the company has won locally and regionally. The accolades indicate that we, as an employer of choice, are setting high standards for excellent employee satisfaction and engagement.

We provide our full-time employees with the following benefits:

Health Care	
	In-patient, out-patient general practitioner, bi-annual health screening
Insurance	
	Group personal accident insurance, Ex-Gratia payment upon death
Leave	
	Annual, childcare, compassionate, maternity, matrimonial, national service, paternity, sick and shared parental leave
Travel	
	Free travel on local public transport
Others	
	Retirement benefits for non-executives Stock ownership through employee share award scheme

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES



TOTAL WORKPLACE SAFETY & HEALTH PROGRAMME

Improving the well-being of our employees is one of our top priorities as it directly impacts productivity and fosters a positive and healthy working environment. Therefore, we have implemented several mental well-being programmes such as Safety Awareness Programmes, Annual Contractors' Dialogue, Mental Wellness Webinar and Annual Safety and Health Awareness Programme & Education (SHAPE). We arranged a series of activities, reading materials and online quizzes on safety and *health promotion topics such as Health can be Fun, Sleep Right, Live Bright, Spot the Hazards Contest* for employees to participate actively.

Mental Wellness webinars in collaboration with ComfortDelGro Insurance, AIA and the Fullerton Healthcare Group are conducted monthly. We also launched a new initiative, "Intellect", which aims to provide additional mental well-being support through the provision of self-care programmes and

counselling for employees facing professional or personal challenges. Our staff can also access the Intellect application for mental wellness tips or to contact a counsellor.

SUPPORTING EMPLOYEES IN NEED

Caring for our workforce is a key aspect of nurturing and developing them. At SBS Transit, we prioritise a people-centred culture and employ strategies specially designed for our employees' well-being. As a result, we offer ample support to help them succeed and stay with us.

As an inclusive company, we prioritise employees in need. After undergoing a two-year treatment for cancer and bone marrow transplant, our service controller, Osvin Tee, was welcomed back to work and assigned a buddy to guide him through any new processes, procedures and software that were introduced during his absence. SBS Transit is glad to support him in his recovery and return to work.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

SBS TRANSIT EDUCATION AWARD

Since 1987, we have been presenting the annual SBS Transit Education Award to recognise the academic and extracurricular accomplishments of our employees' children. This award aims to inspire and motivate the students to strive for excellence in their education. In 2022, a total of 88 Education Awards were granted to the children of our employees.



KEEPING ACTIVE

To promote a culture of wellness, SBS Transit continued to participate in the Health Promotion Board's HPB National Steps Challenge Corporate Challenge for the seventh year. With a record number of more than 600 staff who took part, SBS Transit was placed in the HPB's Corporate Challenge Leaderboard for the first time in 2022.

In collaboration with our healthcare provider, Fullerton Health Group, we launched a five-part exercise video targeting the neck, shoulders, back, arms and legs to alleviate pains and aches often experienced by our staff due to the nature of their work.



FLU VACCINE

We demonstrate our commitment to employee health and safety by bearing the cost of voluntary flu vaccinations for frontline employees. This reduces the risk of absenteeism and minimises a drop in productivity from contracting the flu.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, SBS Transit was recognised with several awards and accolades for our efforts in creating a positive and supportive work environment. We were included in The Straits Times' Best Employers list for companies based in Singapore and received the National Workplace Learning Organisation of Excellence (Platinum), which was the highest accolade from the National Centre of Excellence for Workplace Learning (NACE). We were one of the 11 winners recognised by Silver Ribbon for our efforts to promote workplace mental health and well-being. We also received two awards at the annual HR Asia's Best Companies to Work for in Asia for being one of the best companies to work for and for our digital transformation efforts.



DIVERSITY, EQUAL OPPORTUNITY, HUMAN RIGHTS, AND FAIR LABOUR

WHY THIS ISSUE IS MATERIAL

We strongly advocate for diversity and inclusivity at SBS Transit because we believe that new and diverse perspectives within our organisational strategies, discussions, meetings, and solutions can augment our service offerings. A holistic workforce with a wide pool of talent allows us to better comprehend the varying needs of our customers and industry demands.

HOW WE MANAGE THIS

SBS Transit provides a fair and supportive work environment for all our workers, reinforcing anti-discrimination policies to ensure no employees is discriminated against based on age, gender, marital status, sexual orientation, disability, race, colour, nationality, ethnicity, religion or affiliation to any political party or trade union. From our hiring processes to our management processes, we continuously welcome diverse voices and perspectives in our workplace.

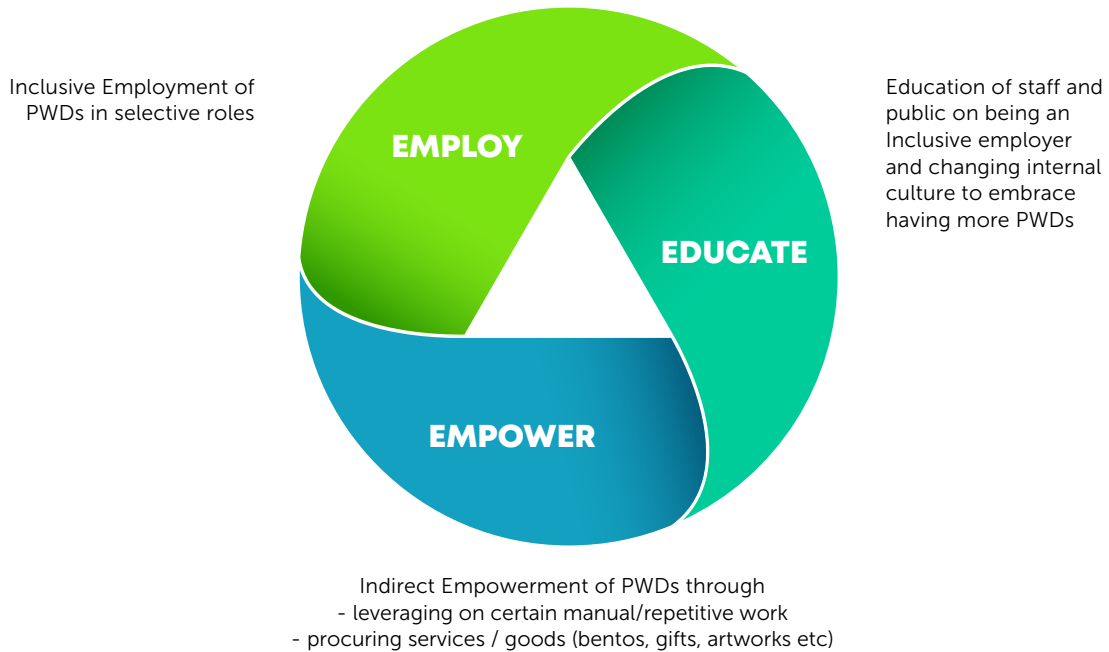
Our commitment to the Tripartite Alliance for Fair and Progressive Employment Practices, which SBS Transit has been a member of since 2018, is reflected in our policies for diversity and inclusion. We adopted a fair and progressive employment policy from our parent company, ComfortDelGro. The policy outlines a strict no discrimination, favouritism or biasedness policy against employees or job applicants who may be physically or mentally less abled, or from different ethnic groups or religions.

To support Persons with Disabilities (PWDs), we put in place a new 3E framework - Employ, Educate and Empower - where we create an inclusive workplace and employ PWDs in different roles through a phased approach to trial and assess the feasibility of doing so.

In line with Singapore's target to achieve 40% of working-age PWDs employed by 2030, we have committed \$5 million over five years from 2023 to fund various 3E initiatives. These initiatives include employing PWDs to support our frontline customer experience and backend operational or corporate support roles.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD



GENDER AND ETHNIC DIVERSITY

SBS Transit is committed to providing equal opportunities for all its employees, regardless of their gender or ethnicity. To achieve this, we comply with government regulations and policies on human and labour rights. In our recruitment advertisements, we are mindful to exclude requisites indicating age, race, gender, and religion. Additionally, we continuously strive to increase the number of female employees in our traditionally male-dominated industry. To promote female inclusivity, we strongly advocate for female representation in our workforce and in leadership positions, as guided by our Diversity, Equity, and Inclusion (DEI) Policy. We have a 30% female representation at the Board level, which exceeds Singapore’s Council for Board Diversity’s stipulated target.

SBS Transit is designing a Diversity and Inclusion framework to connect all our efforts and also identify potential gaps in our system to address diversity challenges and inclusiveness, including mental wellness. In 2022, SBS transit had zero incidents of discrimination and aims to maintain it as such.

	ABSOLUTE		PERCENTAGE	
	MEN	WOMEN	MEN	WOMEN
Board (Governance Bodies)	7	3	70%	30%
Executive and above	746	155	83%	17%
Non-executives	8,341	802	91%	9%
Overall workforce (excluding Board)	9,087	957	90%	10%

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



RECRUITMENT, SELECTION AND PROMOTION

All employees are required to undergo an annual performance and career development review to assess their competency and contributions. Our promotion process is based on the appraisals and individual merit of our employees.

As a member of the TAFEP, our recruitment and selection processes identify individuals with an adequate combination of skills, knowledge, experience, and personal values that align with SBS Transit's culture, vision, and beliefs.

In the event of complaints of discriminatory or malpractice, we encourage our employees to report the incident to either our Management, the Union, or Authorities responsible for employment matters. Employees and external parties are able to leverage our Whistleblowing Policy as a mechanism to raise concerns about potential and possible improprieties in ethical behaviour or other inappropriate business conduct. Our Whistleblowing Policy ensures the confidentiality of whistle-blowers to protect them against reprisals within limits of the law.

REMUNERATION

Our remuneration review criteria entail grading, position, experience, and analysing the current job market. The performance of our employees is measured based on mutually agreed key performance indicators (KPIs), such as the Balanced Scorecard, to ensure equity and transparency in our remuneration decisions. We incorporate the support of sustainability initiatives into the assessment of employee performance, as reflected as a KPI. For example, for Bus Captains, we closely monitor their driving habits through telematics to avoid unnecessary idling and revving during their operational working hours. Transgressors are counselled and recalcitrant Bus Captains are penalised in their performance scores, which will have a bearing on their annual increments and bonuses.

To encourage better performance and integrate SBS Transit's commitment towards the environment and social impact on our senior executives, we tie their remuneration to their performance on these factors. The remuneration, including annual increments, bonuses, and promotions of senior management, Senior Vice Presidents and above, are approved by the Nominating and Remuneration Committee (NRC).

We review our remuneration processes yearly and update our strategies to address any gaps identified by our stakeholders to capture continual development. Since 2020, we have been engaging an external remuneration consultant to conduct a benchmarking exercise for the annual total compensation of Department Heads and above.

In 2022, we improved the compensation package of our employees. Through our negotiations with the National Transport Workers' Union, we ensured annual increments and bonuses commensurate with the Company's performance while accounting for wage indexation provided in our bus contracting packages. For Executives, their compensation follows general alignment with what is negotiated for non-Executives.

As part of our ongoing effort to review the salaries of non-executive staff, we granted a salary adjustment to eligible non-executives in November, increasing the minimum points of all the salary ranges by \$100 and the maximum points of the salary ranges by up to \$225.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

PRODUCTIVITY SHARING, ADVANCE BONUS

In partnership and consultation with NTWU, SBS Transit launched the Productivity Payment scheme in 2022, where 50% of savings reaped from productivity initiatives are shared with our employees. This scheme aims to reward and encourage staff to reduce costs on various fronts to counter the high costs of running our Bus and Rail operations.

To help employees cope with the rising cost of living caused by supply chain disruptions resulting from the Ukraine-Russia war and COVID-19 pandemic, SBS Transit distributed an additional one-off productivity payment from the balance of the 2021 productivity savings. An exception was also made to distribute 0.5 month of the FY2022 bonus payment to eligible employees in Q4, ahead of the usual pay-out in March 2023.

FLEXIBLE WORK ARRANGEMENT

SBS Transit supports our employees in achieving a healthy work-life balance. Our Employee Handbook establishes the company's work and leave policies that promote flexible working arrangements, accommodating family or caregiving responsibilities, cultural and religious commitments.

Managers are encouraged to support team members who require flexible working arrangements and consider job redesign or remote work as needed.

EQUAL OPPORTUNITY EMPLOYMENT

We encourage our employees in leadership positions to consider diversity and inclusivity in their daily roles. We aim to achieve zero discrimination cases and foster diversity and inclusivity in our organisation. We urge our employees to maintain effective communication, and report any discriminatory acts. In 2022, we are pleased to report that we did not receive any formal complaints of discrimination cases.

HUMAN RIGHTS AND FAIR LABOUR

Compliance with human and labour rights regulations is critical at SBS Transit as it is integral to our labour relations and the management of our employees and operations. In 2022, 77% of our employees were covered by Collective Agreements.

Our Human Rights Policy (see Annex B) outlines our obligation to fair employment practices, freedom of association and the right to collective bargaining, ethical labour practices, fair and safe working conditions, diversity, and inclusion.

To further emphasise the importance of human rights and fair labour practices, we conduct employee training on human rights policies and procedures to ensure full compliance with regulations. We aim to instil the importance of enabling fair labour practices among our employees.

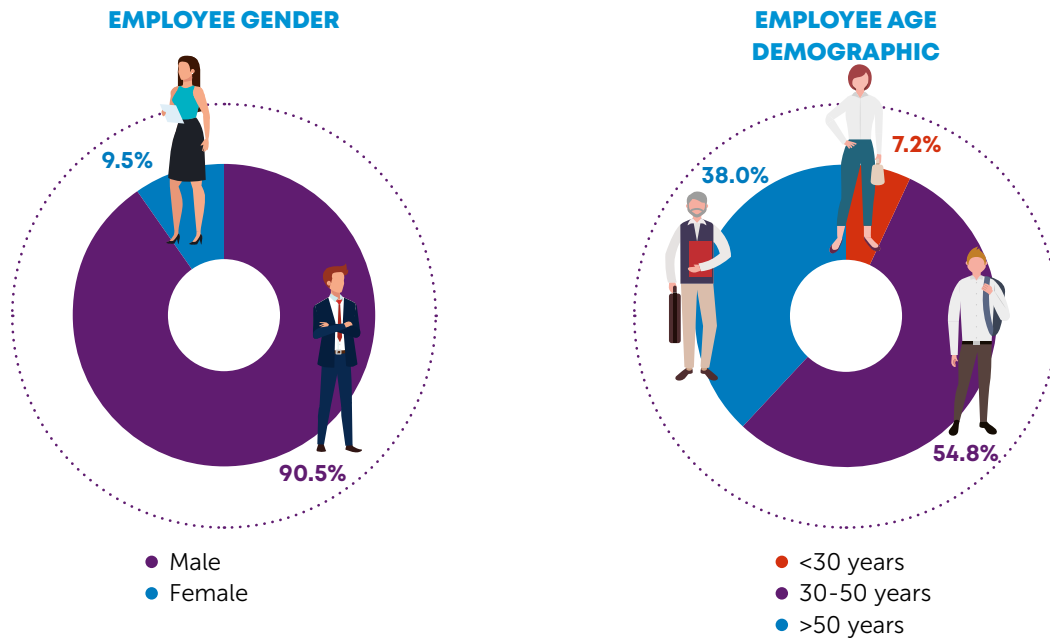
LAW SUIT

Between 20 September 2019 and 1 March 2020, 13 Bus Captains commenced legal proceedings against SBS Transit in relation to, inter alia, working hours, overtime pay, rest days, and pay for work on rest days and public holidays. This legal suit came to a close with all the claims dismissed in the High Court in August 2022. Following the verdict, there was no appeal put forth by the lawyer representing the plaintiff, Mr Chua Qwong Meng, whose suit was a test case binding on the other BCs. We had defended our case with vigour as we had not only complied with the Employment Act but had also gone beyond in the interest of our BCs.

Notwithstanding the verdict, we proceeded to align the contracts for our Bus Captains to 44 hours per week to avoid any misunderstanding going forward. This is in line with the recommendation of a Tripartite Taskforce, chaired by MOM with PTO and NTWU representatives, of establishing key employment terms to affected employees. The key employment items in this case include working hours, retirement, and reemployment policies, among others. We worked with our Legal team and leveraged support from NTWU on the necessities required in briefing our Bus Captains regarding the shift to 44 hours per week. This has been implemented in 2023.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE



GRI 2-7: Employees

TOTAL NUMBER OF EMPLOYEES*	MALE	FEMALE	TOTAL
PERMANENT/ FULL-TIME EMPLOYEES			
Total	8,961	924	9,885
<30 years	636	77	713
30-50 years	4,931	551	5,482
>50 years	3,394	296	3,690
TEMPORARY EMPLOYEES			
Total	22	5	27
<30 years	5	2	7
30-50 years	15	3	18
>50 years	2	0	2
NON-GUARANTEED HOURS EMPLOYEES			
Total	104	28	132
<30 years	0	1	1
30-50 years	4	4	8
>50 years	100	23	123

*All our employees and workforce are in Singapore, employee numbers are reported at the end of the reporting period

GRI 401-1: New employee hires and employee turnover

	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
GENDER				
Male	1,177	11.72%	972	9.68%
Female	169	1.68%	445	4.43%
Total	1,346	13.40%	1,417	14.11%
MIDDLE ALIGN VERTICALLY				
<30 years	289	2.88%	169	1.68%
30-50 years	909	9.05%	712	7.09%
>50 years	148	1.47%	536	5.34%

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GRI 401-3: Parental leave (Child care leave)

	MALE	FEMALE
Total number of employees who were entitled to parental leave	6,568	520
Total number of employees who took parental leave	174	19
Total number of employees who returned to work in the reporting period after their parental leave ended	174	19
Total number of employees who returned to work after their parental leave ended and remained employed 12 months after their return to work	155	17
Return to work rate of employees who took parental leave	183	18

GRI 401-3: Parental leave (Childcare leave)

	MALE	FEMALE
Return to work rate of employees who took parental leave	1	1
Retention rate of employees who took parental leave	0.85	0.94

REGION	SINGAPORE
Individuals within the organisation's governance bodies	10

GRI 405-1: Diversity of governance bodies and employees

	BOARD (GOVERNANCE BODIES)	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	OPERATIONS & SUPPORT EMPLOYEES	OVERALL WORKFORCE (EXCL. BOARD)
GENDER					
Male	7 (70%)	44 (90%)	702 (82%)	8,341 (91%)	9,087 (90%)
Female	3 (30%)	5 (10%)	150 (18%)	802 (9%)	957 (10%)
AGE GROUP					
<30	0 (0%)	0 (0%)	47 (5%)	674 (7%)	721 (7%)
30-50	0 (0%)	15 (31%)	517 (61%)	4,976 (55%)	5,508 (55%)
>50	10 (100%)	34 (69%)	288 (34%)	3,493 (38%)	3,815 (38%)

GRI 405-2: Ratio of basic salary and remuneration of women to men

	MALE	FEMALE
SENIOR MANAGEMENT		
Basic salary	1	0.76
Remuneration	1	0.94
MIDDLE MANAGEMENT		
Basic salary	1	1.02
Remuneration	1	0.85
OPERATIONS & SUPPORT EMPLOYEES		
Basic salary	1	1.06
Remuneration	1	0.89

GRI 2-21: Annual total compensation ratio

Ratio of highest paid: median value	13.6 : 1
Percentage increase in annual compensation for organisation's highest paid individual	18.82%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	7.42%
Ratio of percentage increase in highest paid: median value	2.5 : 1

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GRI 402-1: Labour management relations

Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	No stipulated timeline, based on operational exigencies mutual respect and agreement on a reasonable basis
For organisation's with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	NA

GRI 2-30: Collective bargaining agreements

Percentage of total employees covered by collective bargaining agreements	77%
For employees not covered by collective bargaining agreements: Whether working conditions/employment terms are based on collective bargaining agreements that cover other employees/from other organisations	<p>All employees are covered by employment contracts and applicable statutory requirements that governs employment in Singapore.</p> <p>SBS Transit is a signatory of the Employers' Pledge of Fair Employment Practices Pledge under the TAFEP that has been set up by the tripartite partners of the MOM, NTUC, and Singapore National Employers Federation, to promote the adoption of fair, responsible and progressive employment practices. Since the inception of Tripartite Standards in 2018, SBS Transit has also applied for 6 of them: Age-Friendly Workplaces, Employment of Term Contract Employees, Flexible Work Arrangements, Grievance Handling, Recruitment Practices and Work-Life Harmony.</p>



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

SOCIAL ECONOMIC CONTRIBUTION

WHY THIS ISSUE IS MATERIAL

In spite of the COVID-19 pandemic, SBS Transit continued to participate in philanthropic activities to amplify its social impact. Giving back to the community, particularly vulnerable communities that may have struggled through the pandemic, is a critical element of our corporate culture. Endowments to our community helps us to sustain a strong relationship with members of the community that we serve and operate in.

OUR INITIATIVES



SCHOOL ENGAGEMENT PROGRAMME

Since its inception in 2008, our school engagement programme has been instrumental in promoting the importance of safety on public transportation. With the lifting of the pandemic's restrictions during the year under review, we conducted both virtual and physical school talks and learning journeys. These school engagements educate primary and secondary students on essential safety and graciousness messages such as giving up seats for the needy and awaiting behind the



HOW WE MANAGE THIS

We sponsor free rides, offer cash sponsorships and donations, and provide free advertisement spaces and commercial airtime on the electronic displays at our bus interchanges, as well as actively organise a plethora of activities to engage the community and maximise our social impact. We continuously explore new avenues to leave a positive mark on society.

We also engage and inform our stakeholders about our actions and initiatives related to our social economic contributions via Board reports, meetings, annual reports, social media, and management meetings.

yellow line at interchanges or at bus stops. In March 2022, we also conducted a virtual talk to students of the Nan Hua High School to promote awareness of Environmental Sustainability in Public Transportation.

Our Adopt-A-Station/Interchange programme continues with 21 schools to-date, providing free use of space to showcase the artistic talent of their students. Through this, we aim to help schools build affinity with the respective stations/interchanges. In 2022, we worked with Pei Hwa Presbyterian Primary School, Nanyang Girls' High School, and Methodist Girls' School to bring cheer to passengers through artworks with uplifting messages and visuals displayed at selected stations.



APPRECIATING OUR FRONTLINE EMPLOYEES

Continuing on from 2021, our annual signature CARES kindness month in May 2022 provided an opportunity for students to demonstrate their appreciation for our public transport workers. Students from 26 schools brought approximately 1,330 personalised thank-you cards, notes, and gifts to appreciate our staff, bringing cheer and big smiles to their day.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



OUTING FOR MIGRANT WORKERS

Working with HealthServe, we sponsored chartered bus rides for 80 migrant workers to the Jurong Bird Park and River Wonders. We also donated \$10,000 to MigrantWell, a fund created by the Singapore Business Federation Foundation, to promote the well-being of migrant workers.



COMMERCIAL SPACES FOR THE COMMUNITY

To support communities, we provided social service agencies, registered charities, and local authorities with gratuitous use of our commercial spaces in bus interchanges and stations. As part of this initiative, we also provided free advertising space to The Helping Hand, a half-way house for recovering drug addicts, and the Singapore Police Force to promote their fundraising efforts and anti-scam publicity campaigns, respectively.

PROJECT MAGIC CARES VAN

We resumed the Project MAGIC CARES Van programme in December 2022, after a hiatus of over two years due to the pandemic. The project, in collaboration with I'm Soul Inc, is aimed at providing music-making engagement to support the elderly, their families, and caregivers. In partnership with the Lions Befrienders and Presbyterian Community Services, 24 staff members participated in the project in the Strathmore and Ang Mo Kio neighbourhoods, engaging approximately 100 elderly persons each week.



OUR PERFORMANCE

Moving forward, we are committed to continuing our efforts to give back to our community through engagement programmes and philanthropic activities focussed on helping those in need. As part of SBS Transit 50th anniversary celebrations in 2023, we will be organising a charity run where the Company will donate the participants' registration fees and match the amount collected dollar-for-dollar with all proceeds going towards the Community Chest.

A photograph of a tunnel under construction. The tunnel is large and circular, with a concrete lining. Several workers in orange safety vests and hard hats are visible, some standing on the tracks and others working on the walls. The lighting is dim, with some overhead lights visible. The overall scene is industrial and focused on infrastructure development.

ENSURING

ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

WE BELIEVE THAT AN ESTABLISHED CULTURE OF ETHICS AND INTEGRITY IS CRUCIAL TO OUR BUSINESS SUCCESS AND SUSTAINABILITY. TO UPHOLD OUR REPUTATION AND BUILD TRUST AMONG STAKEHOLDERS, WE ENFORCE STRONG CORPORATE GOVERNANCE AND ETHICAL BUSINESS PRACTICES.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

CYBERSECURITY & DATA PRIVACY	ASSET PROTECTION & SAFETY	BUSINESS INTEGRITY & GROWTH
Reinforcing all protective and compliance processes to prevent threats and breaches to our cybersecurity and data.	Fortifying safeguards to manage and protect assets within the organisation's responsibility.	Upholding integrity and ethical practices across all layers of business practices through compliance and responsible affiliations



CYBERSECURITY, DATA GOVERNANCE & PRIVACY

WHY THIS ISSUE IS MATERIAL

At SBS Transit, we remain vigilant and keep pace with the evolving cyber landscape. For example, we have adopted digitalisation to facilitate remote and flexible working arrangements, resulting in maximum cost efficiencies, time savings and higher productivity. However, with the advancement and acceleration of digital transformation, it is increasingly critical to maintain and enhance our safeguards against cybersecurity threats, cyberattacks and online scams. We are committed to fortifying our security systems to protect our information assets and customers' data.

HOW WE MANAGE THIS

Annually, our Cybersecurity Steering Committee performs a review of our cybersecurity policies, measures, and standards to ensure that they remain resilient and relevant in the constantly evolving technology space. The Committee also ensures that our measures and policies comply strictly with the Cybersecurity Act.

To keep our Senior Management up-to-date, our Cybersecurity team facilitates quarterly meetings comprising the Bus and Support Cybersecurity Working Committee, Rail Cybersecurity Working Committee and Cybersecurity Steering Committee.

In 2022, in view of the expanded scope of our businesses, we appointed two Data Protection Officers who are supported by a structural Personal Data Protection Committee (PDPC). The PDPC formulates data protection policies, processes and directives, and enforces strong awareness of personal data protection measures and data breach procedures through regular bulletins, briefings, and specialised training to staff.

Our cybersecurity standards and guidelines apply to our information technology (IT) and operational technology (OT) systems. Our IT systems comprise office automation networks and information processing systems, including our email systems, intranet systems, all business application systems, SBS Transit website and other internet

related systems. Meanwhile, our OT systems refer to systems that monitor events, processes and devices required to facilitate adjustments across our industrial operations. These OT systems also include our rail and bus transport systems.

We have implemented Monitoring and Detection tools including a Security Operation Centre SOC which continuously monitors critical and internet-facing systems, network protection devices and our email messaging gateway. Other preventive measures to safeguard the use of online services include:

1. Email safety and protection
2. No internet surfing and browsing
3. Secure sockets layer for websites
4. Malware Protection protocols at end points and servers
5. Office laptop hard disks are encrypted with McAfee MFE Firewall
6. Data encryption installed for data in use, at rest and in transit
7. Regular patching for end points and servers to ensure our applications address cybersecurity vulnerabilities, or updates to its functionality, usability or performance
8. Blockage of USB ports on laptops to prevent data protection leak
9. Implement Network Access Control (NAC) to ensure only permitted devices can connect to Office Automation network
10. Cloud Access Security Broker to enforce Data Loss Prevention/Protection for cloud applications
11. Disaster recovery programmes at secondary site
12. Firewall protection for blocking incoming traffic from untrusted sources
13. Regular audit, risk assessment and vulnerability assessment and penetration test for both SBS Transit's IT and OT systems
14. Reviews of our internet accounts – monthly Active Directory Local Area Network account review, half-yearly email account review and annual internet user account review
15. OT system is air-gapped to ensure it is isolated from unsecured networks

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

We maintain sustained engagement with stakeholders, such as our suppliers, to ensure that they adhere to our stringent standards of data security. For our current contracted suppliers, we have included the Personal Data Protection Act (PDPA) as an addendum to their parental contract and require them to commit to our company's PDPA policy. We also enforce third-party cybersecurity training for suppliers maintaining our IT and OT systems as a prerequisite. For future contracted suppliers, we plan to incorporate the PDPA clause within the main contract to negate affiliated risks. Similarly, for ad hoc suppliers, we assess their competency in adhering to and upholding the PDPA standards through a related questionnaire to decipher their capabilities prior to our engagement.

OUR INITIATIVES

COMPLIANCE WITH CYBERSECURITY ACT

As an essential rail transport operator, SBS Transit is classified as a Critical Information Infrastructure Organisation (CIIO) as per the Cybersecurity Act (2018). We adopt a robust IT governance framework focusing on people, process, and technology, which is in alignment with the LTA's approach, to govern both its OT and IT infrastructure and systems. We have established automated tools and processes for cybersecurity controls and governance to address the following impacts on SBS Transit:

Actual impact	<ul style="list-style-type: none"> Safeguard and prevent threats and vulnerabilities on infrastructure and systems. Increase awareness on cybersecurity hygiene for staff through regular training and the conduct of regular vulnerability assessment, risk assessment and security audit to reduce risk and impact to the lowest level.
Positive and potential impact	<ul style="list-style-type: none"> Gain confidence from stakeholder and increase competitiveness in market share. Staff will adopt the good habit of protecting organisation resources with due diligence.
Negative impact	<ul style="list-style-type: none"> Any breach of the Cybersecurity Act will result in a penalty from the Authorities. Reputation will be affected with a loss of stakeholders' confidence.

CYBERSECURITY AWARENESS TRAINING

Compliance training sessions were held in alignment with the Cyber Security Agency of Singapore (CSA) Cybersecurity Code of Practice requirements. The training covered all the necessary standards, policies, and regulations. Staff and contractors with access to company emails, IT and OT systems are mandated to complete a "Cybersecurity Awareness for Everyone" (CAFÉ) training. In addition to the annual CAFÉ refresher training, staff are subject to annual training with simulated phishing incidents.

Our training programmes are reviewed and updated each year to reflect the new requirements and best practices stipulated in our cybersecurity policies. Biennially, we also engage an independent external consultant to perform an audit of our CIIO to fortify our security systems.

Some of our other internal campaigns and initiatives to promote proper cyber hygiene include:

1. Weekly Cybersecurity Advisory

Cyber security advisories are posted weekly via email and made available on the intranet cybersecurity portal for easy access by staff. These advisories include warnings on specific risks such as viruses, new vulnerabilities, social engineering, and countermeasures.

2. Quarterly Cybersecurity Briefing

Employees are briefed on cybersecurity topics on user responsibility and awareness including but not limited to the following: cybersecurity hygiene, user ID and password requirements and end-points security (e.g. virus protection, phishing, ransomware, incident reporting, information classification, information security monitoring processes in use and contacts for additional information).



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

3. Annual Security Conference Day



Every October, we organise an Annual Security Conference Day to share insights on emerging risks and threats in the cybersecurity landscape as well as ways of overcoming these risks and establishing information security. External parties are invited to speak at this conference.

4. Annual Computer Emergency Response Team (CERT) Blue Team training

Team members are assigned and briefed on their roles and responsibilities during the cyber-range exercises. The objective of the blue team training is to ascertain the effectiveness of our Cybersecurity Incident Management Procedures according to the cybersecurity standards set out in the CSA Cyber Security Code of Practice (CcoP) and LTA Code of Practice (CoP) for Cyber Security Incident Management Procedures in MRT systems. The Competency Training covers at least one of the following scenarios with reference to SBS Transit Cybersecurity Incident Response Plan (CSIMP): Ransomware attack, Denial of Service or Distributed Denial of Service attack, network failure and website defacement.

5. Regular PDPA bulletin to all staff

Regular updates on the PDPA are communicated to employees via email to promote staff awareness and ensure compliance.

DATA PROTECTION TRUSTMARK (DPTM) CERTIFICATION

SBS Transit pursued the DPTM in 2022 to further enhance our capabilities in responsibly managing and protecting the personal data of our commuters, business partners, vendors, suppliers, and contractors. This ensures our adherence to personal data protection standards and best practices.

The certification is administered by the IMDA based on Singapore's PDPA and international best practices. The DPTM is an accountability tool utilised to demonstrate our commitment in adopting responsible data protection practices and effecting good management of personal data. It also underlines our compliance with the 10 PDPA obligations including the Notifications, Consent, Purpose Limitation, Accuracy Protection, Retention Limitation, Transfer Limitation, Access/ Correction, Data Breach Notification and Data Portability.

Obtaining the DPTM certification also mitigates the risk of enforcement action in the event of a data breach and allows us to demonstrate accountable data protection practices. We target to attain the certification in 2023.

OUR PERFORMANCE AND LOOKING FORWARD

We conduct regular audits on both our IT and OT systems to track the effectiveness of our actions and initiatives. In 2022, there were no major incidents of



breaches and no substantiated complaints concerning breaches of customer privacy and losses of customer data. For further detail, please refer to Appendix 1: GRI Index, GRI418-1. Our annual policies are continuously reviewed and updated to include new requirements and policies to further safeguard our information and assets.

Moving forward our targets for cybersecurity and data protection include:

1. Reduce the number of non-conformities identified through the audits to 10% for IT and OT systems.
2. Zero breaches to the Cybersecurity Act.
3. Conduct a data classification exercise by the second quarter of 2023 where SBS Transit will categorise various information assets based on the sensitivity of the document's, physical and logical, content, to identify employee access points while applying relevant security measures to prevent data leakage. The system used to store, process, or communicate information shall provide protection over information according to the classification.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

ASSET PROTECTION AND SAFETY

WHY THIS ISSUE IS MATERIAL

SBS Transit's operating assets and infrastructure used in operating public transport services are owned by the LTA. As these assets are critical to achieving our business objectives, it is our responsibility to establish controls to protect and safeguard them when used in our daily operations.

HOW WE MANAGE THIS

To safeguard our assets, SBS Transit developed an Asset Management System Manual and Asset Management Policy Statement that are aligned with the ISO55001:2014 Asset Management standards to guide our measures and actions. This manual is reviewed and assessed annually to ensure it remains compliant with all updated requirements. In addition to the Manual, we have a prevailing Asset Management and Safety and Health Policy to guide and remind employees of the expectations and procedures in safeguarding our assets. We conduct internal and external audits involving all stakeholders annually. The LTA also conducts monthly and quarterly maintenance audits on bus assets, infrastructure, bus ticketing system and common fleet management system. We conduct internal monthly audits on Workplace Safety & Health, Bus Ticketing System and Common Fleet Management System to ensure our assets are maintained according to the required standards.

SBS Transit's Rail Asset Management Policy entails the following guidance:

1. Operate and maintain Rail Transit System RTS assets in accordance with relevant Safety, Quality and Asset Management Standards
2. Manage RTS assets in a sustainable and whole life-cycle management approach including minimising societal and environmental impacts.
3. Leverage data to enhance asset performance
4. Actively identify, assess, and manage risks
5. Develop, sustain, and improve asset management capabilities in our staff

The Rail CEO is responsible for the proper management of the railway operating assets within the Rail Division by setting desired organisational and network objectives for the business. The Head of Engineering is responsible for approving the Operator Asset Management Plans and Operator Asset Work Plans, which outline various maintenance, enhancements, refurbishment, and renewal plans. These include plans pertaining to improvements and innovations endorsed by the LTA on an annual basis for the management of the railway operating assets to meet the targets set within those plans.

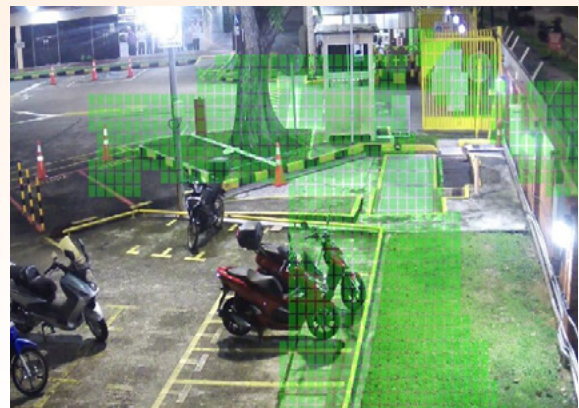
We continue to conduct internal audits, Red Teaming exercises, and inspections to ensure that ground staff are prepared and ready to handle intrusions. In the process of doing so, we remain dedicated to maintaining strict compliance with the LTA's regulatory Codes of Practice as required under the licensing conditions. The Red Teaming exercises are covertly conducted and simulate real-world conditions in the form of an adversarial attempt to compromise organisational business processes. This exercise provides a comprehensive assessment of the security capability of the organisation and tests the vigilance and alertness of the premises supervisor.

OUR INITIATIVES

CCTVS AND VIDEO ANALYTICS

To ensure the safety and security of our assets and operations, we employ Closed-circuit Television system (CCTVs) and video analytics in our bus interchanges and terminals during non-operational hours. The Video Analytics (VA) system detects any intrusion or trespassing and triggers a pop-up screen with an audible signal in our Operational Control Centres (OCC) to prompt immediate action by the service controller. Additionally, our CCTV footage is continuously live streamed to the OCC, enabling the service controller to promptly respond to any incidents that may arise.

We also conducted a trial using VA to perform access control of vehicles into our bus depots. This License Plate Recognition system detects vehicle registration numbers, checks and verifies whether the vehicle is authorised for entry. An audio-visual alert is displayed on the dashboard in the guard house if an unauthorised vehicle attempts to enter the premises.



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES



THREAT ORIENTED PERSON SCREENING INTEGRATED SYSTEM TRAINING (TOPSIS)

To reaffirm situational awareness, detection of suspicious characters and identification of potential threats, we continued with the TOPSIS training, which was developed by the Ministry of Home Affairs. In 2022, we included the TOPSIS programme into our e-learning portal to make it accessible and inclusive for staff. A Chinese version of the TOPSIS module was also developed. To incentivise and reward individuals who practice the TOPSIS principles, we present annual awards to recognise exemplary individuals for their efforts.

We also focussed on cultivating the 'See Something Say Something' principles with focus on the 3Rs - Recognise, Report and Resolve.

In recognition of our dedicated efforts in conducting TOPSIS training, we were presented with the Star award at the LTA's Public Transport Safety and Security Award ceremony on 19 August 2022. We were also honoured with the 'Outstanding Organisational' award by Singapore Police Force and the Ministry of Home Affairs on 28 September 2022 at the National Safety and Security Watch Group award presentation ceremony.

LOOKING FORWARD

In 2023, we aim to maintain a 100% TOPSIS Level 1 training to ensure competency of all staff in protecting and safeguarding our assets.

BUSINESS INTEGRITY & GROWTH

Building trust with our stakeholders is crucial for success and growth. SBS Transit prioritises integrity and transparency, which enables us to assure our stakeholders, in particular, our customers, suppliers and regulators, of our business practices and decisions.

CORPORATE GOVERNANCE

WHY THIS ISSUE IS MATERIAL

Possessing a robust corporate governance is critical and fundamental to our success and in creating long-term shareholder value. Effective corporate governance measures will ensure decisions are made in the best interest of the company and our stakeholders. We strive to fully comply to legislation and regulatory requirements and uphold the highest levels of ethical considerations across our operations. To achieve this, we strictly adhere to the Code of Corporate Governance issued by the Monetary Authority of Singapore in 2018 and enforce it throughout our organisation and the actions we take.

HOW WE MANAGE THIS

The Board of Directors has the overarching duty to protect and enhance the long-term value of the Company and achieve sustainable growth for the Group. They are responsible for setting the overall strategic direction and overseeing the Group's business conduct, performance, and affairs. Board members are expected to exercise independent judgement and act in good faith in the best interest of the company and its stakeholders. Senior management reports quarterly to the Board on the management of the organisation's ESG material topics.

In reviewing the Board composition and succession planning, the NRC considers various aspects of diversity, as all Board appointments and re-appointments are based on merit. In nominating and selecting the Board, the NRC examines the size and composition of the Board to ensure an appropriate balance and diversity of skills, knowledge, experiences, age, and gender and that the size is conducive for effective discussion and decision making. The NRC also takes into consideration the promotion of tripartism experience from labour, government, and business.

These considerations are further strengthened with the Board Diversity Policy adopted in 2019. With respect to gender diversity, the Board ensures that female candidates

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

are included for consideration when identifying suitable candidates for new appointments to the Board, and in 2022, the Board adopted a guideline that at least one female Director sits on each Board Committee, including the NRC.

Upon their appointment, a Director is provided with a copy of the relevant Board terms of reference which sets out the scope of their authority, duties, and responsibilities.

All Directors are required to avoid situations where their own personal or business interests may conflict or appear to conflict with the interests of the Group. In the event that a Director has a conflict of interest, or it appears that he/she may have a conflict of interest in relation to any matter, the Director must immediately declare his/her interest at a meeting of the Board or send a written notice to the Board and the Company containing details of his/her interest in the matter and the actual or potential conflict, and recuse himself/herself from participating in any discussion or decision on the matter. In the case of any matter where the Chairman is conflicted, such as his remuneration or re-election as a Director, he will similarly recuse himself from participating in the discussion; and the other Directors may elect someone among themselves to preside over the discussion and lead the Directors in decision making.

The Group has established through its Whistle-blowing Policy, a mechanism for employees and external parties to raise concerns to the Board, the details of which can be found at <https://www.sbstransit.com.sg/whistleblowing-policy>. The ARC Chairperson is also readily available to shareholders if they have concerns for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate.

As at 31 December 2022, the Board comprised 10 directors, of whom 80% are independent directors. This figure exceeds the SGX Listing Rules and MAS's Code requirements. When appointing Directors, SBS Transit seeks out individuals who have demonstrated integrity, expertise, business acumen, shareholder orientation and a genuine interest in the Group.

All Board of Directors attended a one-time training on sustainability in 2022 to ensure that they possess the relevant experience and knowledge on sustainable development.

The Directors undergo a Board Performance Assessment yearly as a means of evaluating individual and peer performance. The Board Performance Assessment is a formal annual assessment of the Board's effectiveness as a whole. It also evaluates the performances of each Board Committee and individual Directors. The NRC is delegated by the Board to assess the effectiveness of the Board in terms of overall performance and growth of the Group, returns for shareholders, mitigation of conflicts of interest and balancing the competing demands of the Group. In evaluating the contributions and performance of each individual Director, factors taken into consideration include attendance at the Annual General Meeting, Board and Board Committee Meetings and corporate activities, contributions in specialist areas and maintenance of independence. The performance assessment of the Sustainability Committee entails a review of their achievements pertaining to sustainability reporting and performance.

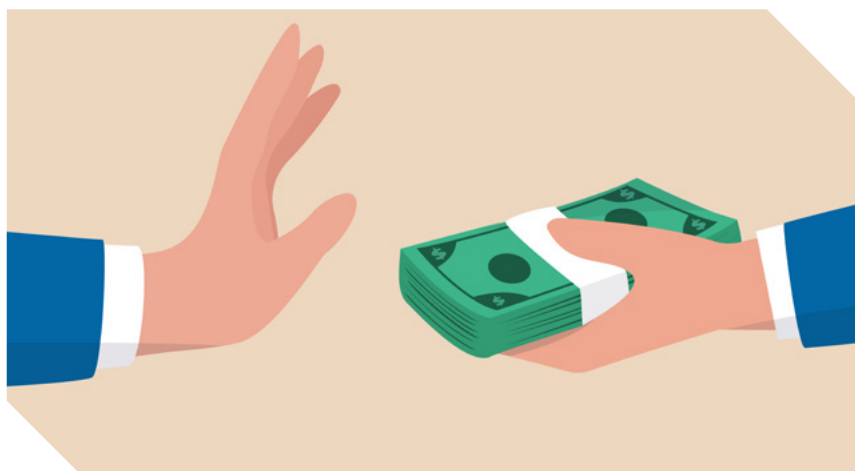
OUR PERFORMANCE

GRI 2-9: Governance structure and composition

BOARD COMPOSITION	
Percentage of independent non-executive director	80%
Percentage of non-independent and executive director	20%
BOARD DIVERSITY	
Women	30%
Men	70%
DIRECTORS' LENGTH OF SERVICE	
Served > 9 years	10%
Served < 9 years	90%
MANAGEMENT DIVERSITY	
Women	10%
Men	90%

The members of our Board of Directors can be found on our website here: <https://www.sbstransit.com.sg/home/boardofdirectors>

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES



Board meetings are held quarterly. During these meetings, SBS Transit's impact on the economy, the environment, and the people – including due diligence processes, are discussed. The Chairmen of the Audit Risk Committee (ARC) and the Sustainability Committee report back to the Board to secure endorsement before implementing any policies or initiatives. Once approved, these will be reported to the Regulator, if necessary, and communicated to staff through circulars, app messages and briefings. In 2022, there were no critical concerns identified by SBS Transit, hence, no concerns were raised to the Board. For further detail, please refer to Appendix 1: GRI Index, GRI2-16.

LOOKING FORWARD

As an advocate for equal opportunity, we continue to encourage diversity and inclusion in our management and Board.

REGULATORY & COMPLIANCE, ANTI-CORRUPTION & ANTI-BRIBERY

WHY THIS ISSUE IS MATERIAL

SBS Transit places high priority on compliance with laws and regulations, particularly in our heavily regulated industry. We are committed to maintaining a culture of integrity, where fraudulent and corrupt practices are strictly prohibited and will not be tolerated.

GRI 2-9: Competencies of the Board relevant to the impacts of the organisation

EXPERIENCE, EXPERTISE, OR ATTRIBUTE	BOB TAN	CHENG SIAK KIAN	LIM TIEN HOCK	DESMOND CHOO	CHUA MUI HOONG	SUSAN KONG	LEE SOK KOON	LIM SEH CHUN	TAN KIM SIEW	YU CHING MAN
Accounting & finance	Y			Y			Y		Y	
Business and management	Y	Y	Y	Y			Y		Y	Y
Industry	Y	Y						Y		Y
Strategic planning	Y	Y		Y		Y	Y		Y	
Customer experience	Y				Y					
Trade union	Y			Y						
Human resource management	Y						Y	Y		
Legal and regulatory				Y		Y	Y			
Government		Y		Y					Y	
Communications			Y		Y					
Engineering								Y	Y	Y
Training and education			Y					Y		Y
Risk management										
IT										Y
Cybersecurity		Y								
Corporate governance						Y				
Diversity equity and inclusion			Y							

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

HOW WE MANAGE THIS

To ensure regulatory compliance, we adopted a Code of Business Conduct that outlines the principles and policies that all employees and third parties acting on behalf of the company must follow. Key components of the Code of Business Conduct include anti-corruption and anti-bribery policies, with zero tolerance for fraud, and improper use of monetary favours, gifts or entertainment. We strongly encourage employees to avoid situations that could create a conflict of interest, whether it is actual, potential, or perceived. In cases where there is potential conflict of interest, employees should declare it to their immediate supervisors and recuse themselves from the decision-making process.

Our Whistleblowing Policy provides well-defined and accessible confidential disclosure channels for employees to raise concerns, identify and address grievances about possible improprieties in financial reporting or other improper business conduct. Our Company Handbook details how employees can raise their concerns. Incidents can also be reported via a direct Intranet link to the Chairperson of the Audit and Risk Committee and/or the ComfortDelGro Group Chief Internal Audit Officer. All cases are investigated and dealt with promptly and thoroughly. Regardless of their significance, all Whistleblowing cases will be registered by the Group Chief Internal Audit Officer and reported to the Audit and Risk Committee on a quarterly basis.

OUR INITIATIVES

STRENGTHENING OUR ANTI-CORRUPTION AND ANTI-BRIBERY POLICIES

As we strive to enhance and strengthen our anti-corruption and anti-bribery policies, all employees are required to declare their compliance to our Code of Business Conduct and any investigations or charges imposed by the authorities to the Company immediately. The annual Code of Business Conduct declaration has been rolled out through the e-learning portal, where employees are required to go through a refresher course on the requirements and achieve a perfect score in a quiz before they are able to submit their declarations.

Following the case of our two former rail engineers who were found guilty by the Court on bribery charges, we have reviewed our processes and taken preventative, detective, and responsive controls to strengthen our internal assessments. They are as follows:

Preventive controls:

1. Strong tone from Senior Management on zero tolerance against fraud and corruption, which is also outlined in our Employee Handbook. Violation of this policy will lead to harsh disciplinary actions, including dismissal of service.
2. Background checks on employees, e.g. reference checks on key employees as part of recruitment procedures.
3. Disclosure of Conflict on Interest (including employee and suppliers for each tender participation).
4. Tight on-boarding process of new vendors which includes validating vendors' credential against industry partners, government company registry, publicly available records. Any ad hoc vendors who have transacted more than six times will also trigger the above on-boarding process.
5. Group Procurement to organise tender process or negotiate for a term contract for vendors/contractors who did not go through the formal tender process but have accumulated more than \$50,000 value of transactions within a year.
6. Financial Authority Limits imposed for different levels of staff.
7. Finance and Group Procurement departments will perform spend analysis for prequalified vendors, who have accumulated more than \$50,000 spend within a year, for Management's review every six months to identify unusual spending trends.
8. Segregation of duties and restricted access control to sensitive systems.
9. Job Rotation and Mandatory Leave where employees who handle money, inventories, payroll processing and approvals, and purchasing of goods and services, are rotated every three to five years.

Detective controls:

1. Management review of monthly accounts which is monitored against budget, review of balance sheet schedules including bank reconciliations, review of debtors' collection, long outstanding accounts payable, among others.
2. Established whistle-blowing policy.
3. Audits by internal and external auditors. Group Internal Audit to adopt data analytic tools.

Responsive controls:

1. Internal Investigation
2. Remedial Actions
3. Fidelity Guarantee insurance

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, two former staff were charged and sentenced for obtaining personal gratifications and loans in exchange for the advancements of business interests of various companies with SBS Transit. The services of both employees have been terminated as it was a case of personal malpractice.

In spite of this, SBS Transit had zero instances of non-compliance with laws and regulations. This includes non-monetary sanctions and fines. Additionally, there were no legal actions pending or completed during 2022 regarding anti-competitive behavior and violations of anti-trust and monopoly legislation. For further detail,

please refer to Appendix 1: GRI Index, GRI2-27, 206-1 and Appendix 2: SASB Index, SASB Rail Transportation TR-RA-520a.1.

SBS Transit has a strict policy of non-tolerance towards fraud and corruption. All employees are expected to adhere to high standards of professionalism and integrity. We have reviewed our procedures to ensure that such incidents do not recur and will continue to abide strictly with regulatory requirements for anti-corruption and anti-bribery acts. We will also enhance our internal controls and compliance to prevent further cases of corruption and fraud.

GRI 205-1: Operations assessed for risk related to corruption

Total number of operations	5
Total operations assessed for risks relating to corruption	5
Percentage of operations assessed for risks relating to corruption	100%

GRI 205-2: Communication and training about anti-corruption policies and procedures

	ABSOLUTE	PERCENTAGE
Total number of governance body members	10	100%
Total number of governance body members whom we have communicated our anti-corruption policies and procedures to	10	100%
Total number of governance body members who have received training on anti-corruption	10	100%

GRI 205-2: Communication and training about anti-corruption policies and procedures

	TOP MANAGEMENT	MIDDLE MANAGEMENT	OPERATIONS & SUPPORT EMPLOYEES
Total number of employees in each employee category	58	768	9,199
Total number whom we have communicated our anti-corruption policies and procedures to	55	719	7,908
Total percentage of employees whom we have communicated our anti-corruption policies and procedures to	95%	94%	86%
Total number of employees who received training and anti-corruption	55	719	7,908
Total percentage of employees who received training and anti-corruption	95%	93%	86%

GRI 205-2: Communication and training about anti-corruption policies and procedures

Total number of business partners	1,215
Total number of business partners whom we have communicated our anti-corruption policies and procedures to	1,215
Total percentage of business partners whom we have communicated our anti-corruption policies and procedures to	100%

GRI 205-3: Confirmed incidents of corruption and actions taken

	2021	2022
Total number of confirmed incidents of corruption	1	0
Nature of confirmed incidents of corruption	Gratifications	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	1	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	1	0
Public legal cases regarding corruption brought against the organisation or its employees	1	0

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES



RISK MANAGEMENT & TRANSPARENCY

WHY THIS ISSUE IS MATERIAL

Risk management is vital for our business strategy as it equips us with the ability to detect, analyse and prevent potential threats to our business and operations. We consider ESG and climate-related risks in our risk management approach. With early identification, we are able to mitigate and reduce the uncertainties and impact on SBS Transit. Ultimately, over the long run, this enhances shareholder value while bringing forth growth that is sustainable and profitable.

HOW WE MANAGE THIS

With risk management as a priority, the SBS Transit Risk Steering Committee (RSC) works closely with all business units to implement the Risk Management Framework throughout the organisation. The RSC, which includes members from key departments and is led by the Group CEO, presents a bi-annual report on critical risks to the ARC and the Board. Our Internal and External Auditors carry out routine reviews as per their audit plans, and any non-compliance and suggestions for internal control improvements are reported to the ARC.

SBS Transit's approach to risk management is underpinned by the following key principles:

1. Promote and instil risk awareness among all our employees through the embedment of risk management processes into day-to-day business operations and setting an appropriate tone at the management-level. Continuous education, training and regular exercises on risk management are carried out to sustain a risk-informed and risk-aware culture in the Company.

2. Clearly defined ownership and accountability of risk management processes to risk owners. Managers at each level have in-depth knowledge of their businesses and take ownership of risk management, with stewardship retained at Senior Management level.
3. Risk identification, assessment and risk management practices are reviewed and updated regularly every six months to manage risks proactively.

Our risk management process involves having all businesses refresh their risk inventories, conduct risk prioritisation exercises, identify key and emerging risks, and developing the necessary risk controls and treatment action plans. The identified risks, their indicators and actions plans are frequently reviewed and reported.

OUR PERFORMANCE

Due to our robust risk management system, SBS Transit achieved the following awards in 2022:

1. The Singapore Corporate Awards 2022: Best Managed Board (Gold)
2. The Singapore Corporate Awards 2022: Best Risk Management (Gold)
3. Investors' Choice Awards 2022: Shareholder Communications Excellence Award, Most Transparent Company Award



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

SBS Transit performed well in the Singapore Governance and Transparency Index 2022, which evaluates listed companies on transparency, accessibility, timeliness, and quality of their corporate governance practices and disclosures. With a score of 102 points, SBS Transit was ranked 17th among 489 companies.

Singapore Governance and Transparency Index Survey 2022

	2020	2021	2022
Score	107	106	102
Rank	17	14	17
Position	Top 2.94%	Top 2.69%	Top 3.4%

LOOKING FORWARD

Going forward, we will maintain our commitment to evaluate, report on, and improve our risk management system as needed. We will also continue to create and implement mitigation and action plans to ensure the protection of our operations, services, and financial performance.

RESPONSIBLE SUPPLY CHAIN & PARTNERSHIP

WHY THIS ISSUE IS MATERIAL

Ensuring the standards of our supply chain partners are consistent with our internal standards of transparency, compliance, social and environmental sustainability is fundamental to us. We actively manage our supply chain by introducing new initiatives and measures to ensure responsible partnership management.

HOW WE MANAGE THIS

SBS Transit requires all our tenderers and suppliers to declare their compliance to ComfortDelGro's Supplier Code of Conduct (see Annex A) which outlines our expectations on compliance to law and regulations, fair practice, ethical conduct, social responsibility, and environmental sustainability. This ensures that our suppliers conduct their businesses with integrity, transparency, and honesty - values which underpin SBS Transit's business conduct.

In April 2022, we implemented an ESG assessment for suppliers who participated in tenders valued at or more than \$500,000. Suppliers are evaluated based on their policies, achievements, and disclosure on non-compliance.

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, we engaged 1,215 suppliers, out of which 106 were newly added to our procurement system. All (100%) of our suppliers were screened using an environmental and social criteria to ensure they met SBS Transit's standards and code of conduct. As we ensure adherence to our Supplier Code of Conduct, all new suppliers were onboarded through our procurement system. This approach facilitates the exchange of our compliance expectations regarding applicable laws, regulations, and policies. Only suppliers who comply with our policies are engaged. For further detail, please refer to Appendix 1: GRI Index, GRI 308 and 414.



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

R&D, TECHNOLOGY, AND INNOVATION

WHY THIS ISSUE IS MATERIAL

We are committed to providing the best public transport services by continually investing in research and development (R&D), technology and innovation. By going beyond the needs of our customers, we strive to make public transport a preferred mode of travel not only for new and existing users but also future ones. This will also enable us to optimise our operations to provide efficient and sustainable public transport services while retaining our competitive edge.

HOW WE MANAGE THIS

To improve our productivity as well as existing systems, we have been digitalising our operations and moving away from manual processes. The Bus Future Systems and Technology team and the Rail Technologies workgroup organise regular meetings to share about the performance of systems and solutions that are being trialled or implemented while regular updates on their progress are shared with our stakeholders.

To enhance our R&D, technology, and innovation, we present SBS Transit's technology roadmap in an annual paper to the Board, which highlights key technological investments we intend to make over the next five years to improve efficiency and performance. We also signed MoUs to co-create capabilities that will benefit not only the company but also our customers and ultimately the industry.

One notable MOU was signed with the National University of Singapore (NUS) to co-develop innovative solutions to transform the public transport industry. We tapped on the expertise of NUS' faculty members to serve as project mentors for the projects that will be funded under the SkillsFuture Singapore (SSG) Enterprise Transformation Project grant. Incorporating technologies such as data analytics, robotics and 5G applications, the projects are aimed at enhancing safety, reliability and optimise operational processes while improving manpower efficiency, productivity and customer experience. The partnership also presents opportunities for us to develop the capabilities of our staff through various training opportunities offered by NUS.

OUR INITIATIVES

Keeping abreast of the latest technologies and innovations, we work closely with industry partners and technology vendors in the following areas:

1. Digitalisation
2. Condition monitoring
3. Data and video analytics
4. Artificial Intelligence, Augmented and Virtual Reality



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

DIGITALISATION

We enhanced our digital operations to optimise efficiency and streamline our operations. Some of the notable initiatives and measures introduced in 2022 included:

- Upgrading technology to further optimise bus scheduling tool for buses to improve efficiency in operations, enhance workforce schedules and reduce manpower utilisation.
- Introducing new modules in iLink such as personalised performance data (GEMS fore) and gamification as part of the move to shift operations into the mobile space as part of the next phase of SBS Transit's digitalisation plans.
- Implementing new systems to improve Bus Captains' driving such as 360 cameras and digital side mirrors. Together with other systems in use, they enhance safety on the road.
- Rolling out the Bus Enterprise Asset Management System (BEAMS) to replace the existing Maintenance Management system used by the engineering department. BEAMS introduced additional functionalities to boost efficiency as it integrates and automates the management of various processes in areas such as maintenance, material, asset, contracts, warranty and campaigns on a single cloud platform.
- Operationalising a Management System in the depot to ease the planning and assignment of trains to maintenance staff. This increases the depot supervisor's efficiency when accounting for the fleet.
- Implementing the Track Access Management System (TAMS), which digitalises track access management workflow, for expediency and enhanced safety on the DTL mainline. The NEL TAMS is currently in the implementation and testing phases and is expected to be completed by 4Q 2023. A similar TAMS system will be expanded to our other rail mainlines and depots by 4Q 2024.



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

CONDITION MONITORING AND DATA ANALYTICS

We have implemented various initiatives and measures in 2022 that employ data analytics to strengthen our monitoring systems and amplify our operational systems, service quality and reliability. These initiatives included:

1. Signing an MOU with CRRC Nanjing Puzhen Co., Ltd (CRRC) to collaborate on railway technology applications and maintenance engineering. SBS Transit has been working with CRRC on the mid- life upgrade (MLU) of NEL's 25 first generation trains since 2018 and is reaping the benefits of this partnership particularly in the use of condition monitoring and data analytics onboard. This partnership serves to deepen our relationship in the domain of railway maintenance and repair overhaul (MRO) resulting in improvements to safety, service reliability, commuter experience, energy saving and faster train recovery.
2. Establishing a data analytic team within the SBS Transit Rail's Asset Management department to develop and apply data analytics on available system data to detect and highlight system anomalies for timely intervention. The team worked with various departments, namely Rolling Stock and Signalling and Systems, to generate use cases to improve maintenance effectiveness and efficiency.
3. Expanding the use of Bus Data Analytics tools to improve operational efficiency and workforce touchpoints. This has resulted in improvements made to generating data from the Feedback Management Portal, optimising resources as well as providing insights to identify and manage individual Bus Captain's driving behaviour and their training needs.
4. Trialling the tire tread depth monitoring system that provides a comprehensive platform for data collection and analysis. This enables access to immediate, actionable tire tread data on specific tires as well as historical wear rates, customisable alerts, and fleet data.



AUGMENTED AND VIRTUAL REALITY

Similarly, we are exploring new opportunities to advance our management and maintenance regimes through augmented and virtual reality technology. These initiatives included:

- Trialling mixed reality remote diagnostics for bus engineering to improve its maintenance regimes. Instead of deploying technical specialists on-site to assist in troubleshooting when buses break down, we plan to station these specialists at more central

- locations. They will advise the technicians remotely through the use of mixed reality diagnostics tools, enabling quicker decisions and repairs.
- At the Rail Training Institute, we leverage augmented and virtual reality to enhance maintenance and operational training. Train simulators are being deployed to enable train drivers to learn and perform driving and rescue operations, while augmented and virtual reality training packages are used by technical staff to learn and practise the removal and installation of components during rolling stock maintenance.

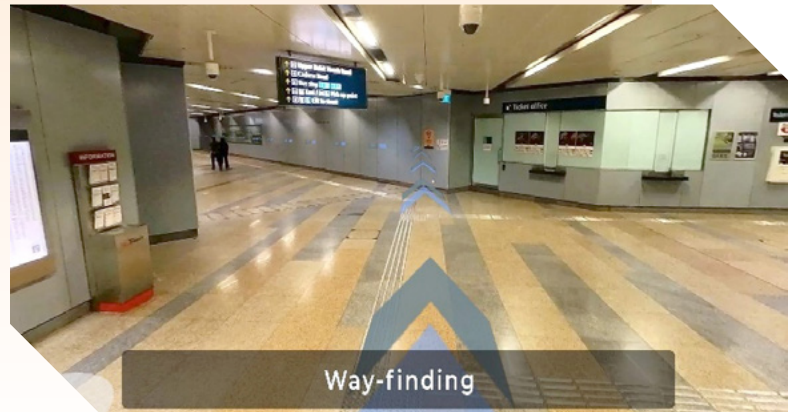
ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

VIDEO ANALYTICS AND ARTIFICIAL INTELLIGENCE

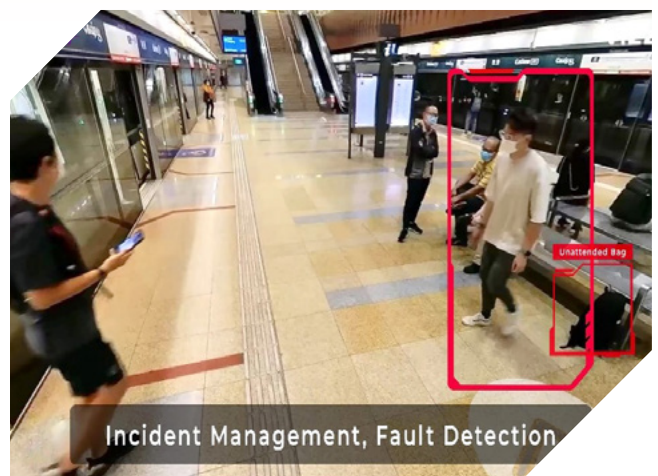
We ventured into Video Analytics (VA) and Artificial Intelligence (AI) to magnify the quality and reliability of our services. With these advanced technological tools, SBS Transit is able to identify new innovative solutions. The following initiatives were implemented in 2022:

- We successfully demonstrated the proof-of-concept for Siemens Mobility's AI-based software (AIRO) to optimise train deployment and better match customer's travel patterns. This project could potentially significantly reduce energy consumption and resource wastage as trains will be deployed in a more efficient manner as compared to the current fixed headway based on times of the day. We are currently on track to develop an AIRO proposal for the DTL for review and approval by the LTA.

- We signed an MOU with Huawei International Pte. Ltd. to collaborate on a project involving smart glasses for remote assistance when our employees are faced with emergencies or technical faults that may require additional support. With the pair of smart glasses, they will be able to communicate with, and be guided by operations and engineering experts, who will have a first-person view of the situation. This remote assistance concept and technology enables responsive and precise diagnosis and enhances decision-making abilities in time-critical events.
- A collaboration with Thales Asia to implement video analytics technology at five NEL interchange stations. Through the use of smart video analytics, the system is able to assist station staff in identifying unattended luggage, unexpected crowds and other established parameters more efficiently.



- Through a strategic collaboration agreement with VIZZIO Technologies, we are working on two keystone innovations developed as part of the SBS Transit's Smart Station concept. They are the 3D Virtual Patrol and 3D Way-Finding app. Central to the Smart Station is its 3D live digital twin that provides an immersive and interactive 3D tour, and collects a host of real-time information via IoT sensors and CCTV cameras. The insights generated by this digital twin makes the station intelligent, with real-time sensing and analysis that can be exploited for safety, security, operations management and customer experience. This forms the basis of the Virtual Patrol and Way-Finding app which are currently being developed and trialled at our Smart Station Sandbox at DTL's Cashew MRT Station.



LOOKING FORWARD

We will continue to explore technologies that optimise resources and improve operational efficiency and performance, to enable us to remain efficient, effective and cost competitive.



APPENDICES AND ANNEXES

APPENDIX 1: GRI INDEX

GRI CONTENT INDEX			
GRI STANDARD	DISCLOSURES	PAGE NUMBER AND/OR URL	
GENERAL DISCLOSURES			
GRI 2: General disclosures	The organisation and its reporting practices		
	2-1	Organisational details	2
	2-2	Entities included in the organization's sustainability reporting	1
	2-3	Reporting period, frequency, and contact point	1
	2-4	Restatements of Information	1
	2-5	External Assurance	1
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	2
	2-7	Employees	75
	2-8	Workers who are not employees	Not currently tracked by SBS Transit
	Governance		
	2-9	Governance structure and composition	86
	2-10	Nomination and selection of the highest governance body	85, 86
	2-11	Chair of the highest governance body	20, 21
	2-12	Role of the highest governance body in overseeing the management of impacts	20, 21
	2-13	Delegation of responsibility for managing impacts	20, 21
	2-14	Role of the highest governance body in sustainability reporting	20, 21
	2-15	Conflicts of Interest	86
	2-16	Communication of critical concerns	Zero critical concerns communicated to the highest governance body as none were found.
	2-17	Collective knowledge of the highest governance body	87
	2-18	Evaluation of the performance of the highest governance body	86, 87
	2-19	Remuneration policies	73, 74
	2-20	Process to determine remuneration	73, 74
	2-21	Annual total compensation ratio	76
	Strategy, policies, and practices		
	2-22	Statement on sustainable development strategy	5, 6, 7, 15
	2-23	Policy commitments	74
	2-24	Embedding policy commitments	74
	2-25	Processes to remediate negative impacts	74, 88
	2-26	Mechanisms for seeking advice and raising concerns	61, 73, 74, 88
2-27	Compliance with laws and regulations	Zero significant instances of non-compliance with laws and regulations, including fines and non-monetary sanctions.	
2-28	Membership associations	1	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	16, 17	
2-30	Collective bargaining agreements	77	

APPENDIX 1: GRI INDEX

GRI CONTENT INDEX			
GRI STANDARD	DISCLOSURES		PAGE NUMBER AND/OR URL
DISCLOSURES ON MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	16
	3-2	List of material topics	16
	3-3	Management of material topics	See respective material topics
MATERIAL TOPICS			
Emissions & Energy			
GRI 3: Material Topics 2021	3-3	Management of material topics	24
	GRI 302: Energy (2016)	302-1	Energy consumption within the organisation
302-2		Energy consumption outside of the organisation	Not applicable to SBS Transit – no energy consumption outside of the organisation
302-3		Energy intensity	29
302-4		Reduction of energy consumption	29
302-5		Reductions in requirements of products and services	Not applicable to SBS Transit
GRI 305: Emissions (2016)		305-1	Direct (Scope 1) GHG emissions
	305-2	Energy indirect (Scope 2) GHG emissions	28, 30
	305-3	Other indirect (Scope 3) GHG emissions	30
	305-4	GHG emissions intensity	30
	305-5	Reduction of GHG emissions	28
	305-6	Emissions of ozone-depleting substances (ODS)	Not applicable to SBS Transit
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	30
Resource Efficiency			
GRI 3: Material Topics 2021	3-3	Management of material topics	31
	GRI 303: Water and effluents (2018)	303-1	Interactions with water as a shared resource
303-2		Management of water discharge-related impacts	Not applicable to SBS Transit – Not currently tracked
303-3		Water withdrawal	32
303-4		Water discharge	Not applicable to SBS Transit – Not currently tracked
303-5		Water consumption	32
GRI 303: Waste (2020)	306-1	Waste generation and significant waste-related impacts	32, 33, 34, 35
	306-2	Management of significant waste-related impacts	32, 33, 34, 35
	306-3	Waste generated	36
	306-4	Waste diverted from disposal	36
	306-5	Waste directed to disposal	36
Safety and health			
GRI 3: Material Topics 2021	3-3	Management of material topics	52, 59

APPENDIX 1: GRI INDEX

GRI CONTENT INDEX			
GRI STANDARD	DISCLOSURES		PAGE NUMBER AND/OR URL
Safety and health			
GRI 403: Occupational health and safety (2018)	403-1	Occupational health and safety management system	59, 60
	403-2	Hazard identification, risk assessment, and incident investigation	59, 60
	403-3	Occupational health services	59, 60
	403-4	Worker participation, consultation and communication on occupational health and safety	59, 60, 61
	403-5	Worker training on occupational health and safety	60
	403-6	Promotion of worker health	64
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	59, 60
	403-8	Workers covered by an occupational health and safety management system	Number of employees covered under health and safety management system, internally audited system and externally audited system: 10,044 Number of workers who are not employees covered under health and safety management system, internally audited system and externally audited system: 4,280
	403-9	Work-related injuries	63, 64
	403-10	Work-related ill health	Zero number of fatalities from work-related ill health. Zero number of recordable work-related ill health
GRI 416: Customer health and safety (2016)	416-1	Assessment of the health and safety impacts of product and service categories	58
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Zero incidents of non-compliance with regulations resulting in fine, penalty or warnings. Zero incidents of non-compliance with voluntary codes.
Employee care			
GRI 3: Material Topics 2021	3-3	Management of material topics	64, 68
GRI 401: Employment (2016)	401-1	New employee hires and employee turnover	75
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	68
	401-3	Parental leave	76
GRI 402: Labour management relations (2016)	402-1	Minimum notice periods regarding operational changes	77
GRI 404: Training and education (2016)	404-1	Average hours of training per year per employee	67
	404-2	Programs for upgrading employee skills and transition assistance programs	65, 66
	404-3	Percentage of employees receiving regular performance and career development reviews	67

APPENDIX 1: GRI INDEX

GRI CONTENT INDEX			
GRI STANDARD	DISCLOSURES		PAGE NUMBER AND/OR URL
Employee care			
GRI 405: Diversity and equal opportunity (2016)	405-1	Diversity of governance bodies and employees	72, 76
	405-2	Ratio of basic salary and remuneration of women to men	76
GRI 406: Non-discrimination (2016)	406-1	Incidents of discrimination and corrective actions taken	Zero incidents of discrimination
GRI 408: Child labour (2016)	408-1	Operations and suppliers at significant risk for incidents of child labor	Not included given the context of having operations only in Singapore. SBS Transit has abided with all labour laws and regulations in Singapore and no cases of non-compliance.
GRI 409: Forced or compulsory labour (2016)	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not included given the context of having operations only in Singapore. SBS Transit has abided with all labour laws and regulations in Singapore and no cases of non-compliance.
GRI 413: Local communities (2016)	413-1	Operations with local community engagement, impact assessments, and development programs	11, 78, 79
	413-2	Operations with significant actual and potential negative impacts on local communities	Zero operations with significant actual and potential negative impacts on local communities
Business integrity and growth			
GRI 3: Material Topics 2021	3-3	Management of material topics	86, 87
GRI 205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	89
	205-2	Communication and training about anti-corruption policies and procedures	89
	205-3	Confirmed incidents of corruption and actions taken	89
GRI 206: Anti-competitive behaviour (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Zero legal actions pending or completed in 2022 regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation

APPENDIX 1: GRI INDEX

GRI CONTENT INDEX			
GRI STANDARD	DISCLOSURES		PAGE NUMBER AND/OR URL
Cybersecurity and data privacy			
GRI 3: Material Topics 2021	3-3	Management of material topics	81
GRI 418: Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero substantiated complaints concerning breaches of customer privacy and losses of customer data. Zero complaints received from outside parties and substantiated by the organisation and regulatory bodies Zero number of identified leaks, thefts or losses of customer data
Responsible supply chain and partnership			
GRI 3: Material Topics 2021	3-3	Management of material topics	91
GRI 308: Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	100% of new suppliers were screened using environmental criteria
	308-2	Negative environmental impacts in the supply chain and actions taken	Zero suppliers identified to have significant actual/potential negative environmental impact. Zero significant actual/potential negative environment impacts identified in the supply chain.
GRI 414: Supplier social assessment	414-1	New suppliers that were screened using social criteria	100% of new suppliers were screened using social criteria
	414-2	Negative social impacts in the supply chain and actions taken	Zero suppliers identified to have significant actual/potential negative social impact. Zero significant actual/potential negative social impacts identified in the supply chain.

APPENDIX 2: SASB INDEX

ROAD TRANSPORTATION - SUSTAINABILITY ACCOUNTING STANDARD





TOPIC	ACCOUNTING METRIC	SASB CODE	PAGE REFERENCE
Greenhouse gas emissions	Gross global Scope 1 emissions	TR-RO110a.1	28, 30
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RO110a.2	24, 28
	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable	TR-RO110a.3	29
Air quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	TR-RO-120a.1	30
Driving working conditions	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-RO320a.1	63
	(1) Voluntary and (2) involuntary turnover rate for all employees	TR-RO320a.2	75
	Description of approach to managing short term and long-term driver health risks	TR-RO320a.3	59, 60
Accident & safety management	Number of road accidents and incidents	TR-RO540a.1	58
	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/ Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	TR-RO540a.2	BASIC system is specific to the US and is not applicable to SBS Transit. However, SBS Transit has established other Safety Management Systems as detailed in the Safety and Health section of the report
	(1) Number and (2) aggregate volume of spills and releases to the environment	TR-RO540a.3	12 occurrences, 0.24m ³
Activity metric	Revenue ton miles (RTM)	TR-RO-000.A	NA – SBS Transit does not transport goods and hence this metric is not relevant to our line of business
	Load factor	TR-RO-000.B	NA – SBS Transit does not transport goods and hence this metric is not relevant to our line of business
	Number of employees, number of truck drivers	TR-RO-000.C	75

APPENDIX 2: SASB INDEX







RAIL TRANSPORTATION - SUSTAINABILITY ACCOUNTING STANDARD

TOPIC	ACCOUNTING METRIC	SASB CODE	PAGE REFERENCE
Greenhouse gas emissions	Gross global Scope 1 emissions	TR-RA110a.1	28, 30
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RA110a.2	24, 28
	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable	TR-RA110a.3	29
Air quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	TR-RA-120a.1	30
Employee health & safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	TR-RA-320a.1	63
Competitive behaviour	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TR-RA-520a.1	Zero legal and regulatory fines and settlements associated with anti-competitive practices.
Activity & safety management	Number of accidents and incidents	TR-RA-540a.1	58
	Number of (1) accident releases and (2) non-accident releases (NARs)	TR-RA-540a.2	Zero accidents & non-accident releases
	Number of Federal Railroad Administration (FRA) Recommended Violation Defects	TR-RA-540a.3	The FRA Recommended Violation Defects is specific to the US and is not applicable to SBS Transit. However, we have reported our accident and safety management metrics and systems as detailed in our Safety and Health section of the report
	Frequency of internal railway integrity inspections	TR-RA-540a.4	Frequency of 0.71
Activity Metric	Number of carloads transported	TR-RA-000.A	NA – SBS Transit does not transport goods and hence this metric is not relevant to our line of business
	Number of intermodal units transported	TR-RA-000.B	NA – SBS Transit does not transport goods and hence this metric is not relevant to our line of business




APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREAS	MATERIAL TOPICS	SDG TARGETS
Driving environmental stewardship to enhance sustainability in Singapore	Emissions & energy	Emissions & energy	SDG Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services
	Sustainability transition   	Sustainability transition	SDG Target 12.8 - By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature SDG Target 13.1 - Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries SDG Target 13.3 - Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
	Resource efficiency 	Water Waste management and circularity	SDG Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREAS	MATERIAL TOPICS	SDG TARGETS
Reinforcing our social responsibility to our customers, employees and communities	Safety & health 	Customer safety & health Employee and contractor safety & health	SDG Target 3.6 - By 2020, halve the number of global deaths and injuries from road traffic accidents
	Customer experience 	Quality of service Customer care and relationship Customer inclusiveness and accessibility	SDG Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
	Employee care   	Employee training, upskilling and development Well-being and work-life balance Diversity, equal opportunity, human rights and fair labour	SDG Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship SDG Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life SDG Target 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value SDG Target 8.7 – Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. SDG Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
	Social economic contribution 	Social economic contribution	SDG Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREAS	MATERIAL TOPICS	SDG TARGETS
Ensuring ethical business and strong governance practices	Cybersecurity, data governance & privacy	Cybersecurity, data governance & privacy	
	Asset protection and safety	Asset protection and safety	
	Business integrity & growth	Corporate governance Regulatory & compliance, anti-corruption & anti-bribery	SDG Target 9.1- Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
	  	Risk management & transparency Responsible supply chain & partnership R&D technology innovation	SDG Target 12.7 – Promote public procurement practices that are sustainable, in accordance with national policies and priorities SDG Target 16.5 – Substantially reduce corruption and bribery in all their forms

ANNEX A: SUPPLIER CODE OF CONDUCT

ComfortDelGro Corporation Limited is committed to the highest standards of ethical conduct, social and environmental responsibility, and commitment to sustainability.

ComfortDelGro and its subsidiaries worldwide (hereinafter collectively referred to as "ComfortDelGro") procure a wide range of goods or services from various businesses, companies, corporations, persons, and entities, including their employees, agents and representatives (hereinafter collectively referred to as "Suppliers").

ComfortDelGro requires and expects its Suppliers to operate in accordance with the principles in this Supplier Code of Conduct ("Code") and in full compliance with all applicable laws and regulations. Suppliers are required to adhere to all applicable laws (including but not limited to antitrust, anti-competition, anti-corruption, and anti-fraud policies), maintain high ethical standards, have clear health and safety policies, strict environmental policies, and adopt fair employment practices.

It is the responsibility of Suppliers to ensure their employees and representatives understand, comply and act consistently with this Code. Failure to adhere to this Code may result in disqualification from consideration for business, and/or future business, with ComfortDelGro.

1. COMPLIANCE WITH LAWS AND REGULATIONS

- 1.1. Abidance with the Law Suppliers' business operations, as well as all goods and services supplied to ComfortDelGro, must fully comply with the laws and regulations of the countries where Suppliers' operations are based as well as where goods and services are provided to ComfortDelGro.
- 1.2. Use of Fair Business Practices Suppliers must practise fair competition in accordance with local antitrust and competition laws. Activities that restrict competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2. ETHICS AND CONFLICT OF INTEREST

- 2.1. Anti-Corruption Stance Suppliers must conduct their business with integrity, transparency, and honesty. ComfortDelGro does not condone any corrupt practices such as bribery, extortion, or embezzlement in all business interactions. Suppliers are prohibited from offering, paying, soliciting, or receiving (whether directly or otherwise) any form of bribe as inducement or reward for any business transaction with or involving ComfortDelGro. The term "bribe" broadly includes any illicit advantage

such as (but is not limited to) cash, cash equivalents, property, loans, commissions, services, benefits in kind or other advantages.

- 2.2. Anti-Fraud Stance In the same vein, ComfortDelGro does not condone any fraudulent practices such as intentional deception, misappropriation of resources or manipulation of data. Suppliers are prohibited from altering or falsifying records, failing to account for monies received or knowingly providing false information for any business transaction with or involving ComfortDelGro.
- 2.3. Gifts and Entertainment ComfortDelGro is committed to conducting all business without undue influence. The requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment. Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment, or anything of value) to any ComfortDelGro employee that is intended as or may be viewed as an attempt to improperly influence business decisions. Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom ComfortDelGro may have business dealings.
- 2.4. Conflicts of Interest Suppliers should avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro. Suppliers must disclose all actual, potential, or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. HUMAN AND LABOUR RIGHTS

- 3.1. Human Rights ComfortDelGro believes that it is our responsibility to respect the human rights of the people in all the locations that we operate in. ComfortDelGro's Human Rights Commitment is guided by the Universal Declaration of Human Rights, the United Nation's Global Compact's Principles on Human Rights and the International Labour Organisation (ILO) Conventions on Labour Standards in aspects of our employment practices as well as Workplace Health and Safety. To learn more on ComfortDelGro's Human Rights Policy, please visit <https://www.comfortdelgro.com/sustainability>. Suppliers shall uphold and comply with the highest international standards on human and labour rights protection.

ANNEX A: SUPPLIER CODE OF CONDUCT

- 3.2. Anti-Harassment and Abuse Suppliers shall ensure that all of their employees are humanely treated with respect and dignity. All forms of harassment and abuse, including but not limited to physical violence, sexual exploitations or abuse, verbal intimidation, psychological harassment, coercion and corporal punishments are not tolerated.
- 3.3. Non-Discriminatory Employment Suppliers shall apply fair and ethical standards in their employment practices. This includes non-discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, ethnicity, gender, national origin, age, religion, marital status, disability, sexual orientation or gender identity.
- 3.4. Ethical Employment Suppliers must comply with all national laws on wages and working hours as well as local standards regarding child labour and minimum age.
- 3.5. Freedom of Association and Collective Bargaining Suppliers shall recognise and respect its employees' freedom of association, collective bargaining, and rights to representation through the appointed trade union.

4. WORKPLACE HEALTH, SAFETY AND QUALITY

- 4.1. Healthy and Safe Working Environment Suppliers must have in place health and safety protection policies and management systems to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.
- 4.2. Safety The safety of all goods and services supplied must be ensured through appropriate policies, implementation, and monitoring.
- 4.3. Quality Suppliers' policies and management systems must be developed to ensure that the quality of all goods and services are as specified in their contracts with ComfortDelGro.

5. CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY

- 5.1. Corporate Social Responsibility ComfortDelGro is committed to building positive relationships with the communities in which we live and work by showing our support and care for the poor, the sick, the underprivileged and the aged. Suppliers are encouraged to support us and also seek similar opportunities in area of Corporate Social Responsibility.
- 5.2. Environmental Sustainability Suppliers must endeavour to minimise the impact of their operations on the environment and are encouraged to adopt effective environmental management practices and standards. Local environmental laws and practices such as those pertaining to waste disposal (proper handling of toxic and hazardous waste, segregation where regulated, etc), air emissions and pollution must be complied with. Suppliers are encouraged to identify, manage and reduce its greenhouse gas emissions from its operations. This includes adoption of eco-efficient practices, green technologies and transiting to cleaner energy.

6. USE OF INFORMATION

- 6.1. Insider Trading Suppliers must not trade in the securities of ComfortDelGro either directly or through an intermediary while in possession of inside information (i.e. confidential material, non-public information) relating to ComfortDelGro nor should they pass such information on to others.
- 6.2. Proprietary Information Any information used by Suppliers in their business relationship with ComfortDelGro that is either proprietary and/or not public must be protected against loss and infringement. Any disclosure or use of such information other than for the purposes of discharging its obligations to ComfortDelGro must first be authorised by ComfortDelGro.
- 6.3. Personal Data Supplier shall respect and comply with all applicable laws relating to the protection of personal data, have in place reasonable physical and electronic measures to ensure the security of personal data, and use any personal data disclosed by or collected on behalf of ComfortDelGro only for the purpose(s) for which the relevant personal data is disclosed or collected.

ANNEX A: SUPPLIER CODE OF CONDUCT

7. COMMUNICATION

7.1. Training and Communication Suppliers shall ensure adequate communication and compliance of this Code to their employees and supply chain. Where needed, suppliers shall ensure the right and adequate training is provided to employees in their supply chain.

8. RISK MANAGEMENT

8.1. Risk Management System Suppliers are expected to put in place a risk management procedure that would allow it to identify and mitigate operational and legal compliance risks in all obligations stated in this Code. Suppliers are also encouraged to conduct regular assessment of its facilities and operations, and to extend such checks to its supply chain. It is the supplier's responsibility and obligation to inform ComfortDelGro timely in light of any alleged or actual breach of this Code.

8.2. Due Diligence ComfortDelGro reserves the right to conduct due diligence check and audits on its suppliers for compliance with this Code. Suppliers may be requested to provide relevant policies and procedures, where necessary, access to employees and other personnel, as well as associated evidence to demonstrate adherence.

9. ETHICAL CONCERNS

If any Supplier has an actual or potential ethical concern related to the Code, they can make use of the ComfortDelGro Alert Line.

The ComfortDelGro Alert Line comprising the following personnel has been set up to facilitate the reporting of incidents and the handling of information or evidence on matters that will give rise to whistle-blowing:

Group Chief Internal Audit Officer

DID: +65 6383 7010

Email to: gciao@comfortdelgro.com

and/or the respective Chairmen of Audit & Risk Committee (ARC)

- For ComfortDelGro, email to: ARC_Chairman@comfortdelgro.com
- For SBS Transit Ltd, email to: ARC_Chairman@sbstransit.com.sg
- For Vicom Ltd, email to: ARC_Chairman@vicom.com.sg

ANNEX B: HUMAN RIGHTS POLICY

ComfortDelGro Group's Human Rights Commitment is guided by the Universal Declaration of Human Rights and the United Nation's Global Compact's Principles on Human Rights in aspects of our employment practices as well as Workplace Health and Safety.

This policy highlights our responsibility and response in relation to protecting the rights of employees within the ComfortDelGro Group in all locations that we operate in.

1. PROHIBITION OF UNETHICAL LABOUR PRACTICES

ComfortDelGro Group does not engage in nor tolerate unethical labour practices such as child labour or forced labour. We strive to uphold and honour the relevant local, national and international laws and conventions where we operate and put in place measures to ensure no unethical labour practices exists within the Group.

2. FAIR EMPLOYMENT PRACTICES

We adhere to applicable employment related legislations and guidance in locations where we operate in. Specifically, in Singapore, we are committed to the Tripartite Guidelines for Fair Employment Practices released by the Tripartite Alliance for Fair and Progressive Employment Practices. The working hours of ComfortDelGro Group's shall comply with the applicable legislations where the employees are situated. In relation to our Sustainability Framework, ComfortDelGro Group strives to ensure:

- Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all our employees.

3. GROWING OUR PEOPLE

In ComfortDelGro Group, growing our Talent Base is one of our 3 key strategies for success. Our people must be prepared and equipped with the right mindset, skills and competencies for the next lap. We approach development with an inclusive approach. We want to develop leaders at all levels systematically with a view on continual learning and team collaboration. In relation to our Sustainability Framework, ComfortDelGro Group strives to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

In tandem with developing our talent base, ComfortDelGro Group is committed to providing a challenging environment with ample opportunities for growth so that our talent can realise their full potential.

4. DIVERSITY & INCLUSION

ComfortDelGro Group embraces diversity. We believe in creating an inclusive environment where our employees treat each other equally and with respect. We want to nurture a culture where diverse perspectives can help drive our Group forward and equal opportunities are given to all our staff.

The Group is committed to creating a culture of diversity, inclusion, and equal opportunity. We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees' contributions, both individually, and as part of the Group.

Beyond just physical safety, ComfortDelGro Group also strives to ensure a safe psychological environment where our employees can work in; without fear of presenting their diverse views without repercussions and discrimination.

5. FREEDOM OF ASSOCIATION AND RIGHT TO COLLECTIVE BARGAINING

ComfortDelGro Group recognises and respects our employees' freedom of association and rights to representation through the appointed trade union.

We are committed to the concept of Tripartism and strives to build and maintain progressive relationships with the Trade Unions and their representatives.

6. FAIR AND SAFE WORKING CONDITIONS

As laid out in ComfortDelGro Group's Sustainability Framework, one of the key pillars of "Enhancing the Safety and Well-being of the Community and our People", Health and Safety of our customers and employees and the public is fundamental to our business. Our focus on safety is strongly reflected in the Group's policies, procedures and training. We take all safety incidents seriously and we continuously work towards achieving zero fatalities and injury rates that are below national averages in our locations of operation.

SBS Transit Ltd

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